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School of the Built Environment - SoBE

**Shaping the Future Through Strategic Change  
Management Framework in the UAE Law Enforcement  
Agency**

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## **Abstract**

Change is an essential part of life as well as that of any organisation. Change may be undertaken for different purposes, but the need for improvements tend to be the overarching aim for change. While most private organisations utilise change management model to influence the process, limited studies on change management in the Law Enforcement Agency (LEA) across the world reveal lack of change management model or framework. This observation is also true in the United Arab Emirates (UAE) even though significant change had been undertaken in the past decades. Not without its challenges, barriers to accepting change and in sustaining change management emphasise the importance of drivers of change as well as commitments of all levels of management in the LEA to change process.

Thus, change management models are critically examined with the view to identify and determine factors that may facilitate change in LEA in the UAE. The Ministry of Interior (MOI) is the LEA for the UAE which limits the scope of this study to one organisation in the UAE. MOI is the LEA case examined in the UAE which limits the scope of this study to an organisation. Through extended literature review, the definitions, concepts and theories of change management are examined to identified essential elements for successful change management. This was done by evaluating factors that drive change in each change management model, a process that proved useful in developing a conceptual framework applicable in LEA. Framework developed helped to benchmark change management status in MOI using survey and semi-structured interviews. 14 directors and senior officers in the LEA in the UAE were interviewed, while survey was completed by 290 staff at lower management levels in the same organisation.

The result reveals that change management status in the LEA needs improvements even though drivers exist in the organisation. Active involvement of lower management is lacking in the change process nor is sufficient hard and soft variables present to support strategic change management. Gaps identified led to the review of framework which is further validated by 10 experienced officers in LEA. The validation indicates that the strategic change management framework if appropriately applied is able to improve, advance and sustain successful future change process in the LEA. The revised strategic framework is a major contribution to both knowledge and practice in change management in LEA, UAE public sector and other LEA across the world with similar security and safety system to the UAE.

### **List of Abbreviations**

CM	Council of Ministers
COP	Community-oriented policing
CM	Council of Ministers
FAC	First American Company
FBI	Federal Bureau of Investigation
FCM	Federal Council of Ministers
FNC	Federal Nationwide Council
FSC	Federal Supreme Council
IAD	Institutional Analysis and Development Framework
ILP	Intelligence-led policing
LEA	Law Enforcement Agency
MOI	Ministry of Interior
PFP	People-focussed policing
POP	Problem-orientated policing
SCM	Strategic Change Management
SCMF	Strategic Change Management Framework
TQM	Total Quality Management
UAE	United Arab Emirates
UK	United Kingdom

# **CHAPTER 1: Introduction to Research**

## **1.1 Chapter Introduction**

This chapter introduces the study area and the justification for conducting this research. It provides background to the study area, explains the rationale for the study, and outlines the research aim and objectives. This chapter also briefly explains the research methodology, scope, and thesis structure. This research not only focusses on strategic change management strategies within the United Arab Emirates (UAE), but also reviews change management models and strategies already examined by other authors. This is done in order to identify gaps that emphasise the importance of the research in the UAE context and the study's potential to contribute to the body of knowledge in the field of change management. The intention of the research is to develop a strategic approach for change management in public-sector organisations in the UAE, using the Ministry of Interior (MOI) as a case study. This is directed towards achieving the effective adoption and implementation of this strategic approach as well as towards gaining the potential benefits of employing this strategic approach. Results of this research will benefit the majority of UAE public-sector organisations, including the MOI.

## **1.2 Background to the Study**

Regardless of their size, mission, and location, organisations tend to require change of some sort at some point. Change may be motivated by an internal need for improvement or an external pressure from policy or social factors to alter the status quo. Organisations, both private and public, are being affected by both external and internal environments. For instance, constant developments and changes in political, economic, and social environments require an organisation to be more flexible in order to cope with the challenges of rapidly changing environments. Change is examined by Elstak et al. (2015) and Klonek et al. (2014) to be a requirement for improvement, growth, and/or innovation, and it is a process which these authors consider as essential for helping organisations, people, systems, and processes transition to a better state. However, change can be frustrating. According to Mento et al. (2002), the process through which change is managed can be frustrating, can likely to lead to negative impacts, and can be, at the very least, demanding. In this light,

change management is portrayed in a negative way, and as a process which may be detrimental to an organisation rather than one that leads to a positive outcome.

Change management is an important part of any organisation. According to Beer and Nohria (2000) and Kotter and Schlesinger (2008), change management is not a new concept, but one that organisations are often compelled to embark on due to different internal or external factors. In fact, Lucey (2008) and Carine (2007) have confirmed that certain factors are responsible for organisational change. Whilst Lucey (2008) and Carine (2007) examine factors that lead to failure of the change process, Beer and Nohria (2000) and Kotter and Schlesinger (2008) argue that certain factors can contribute to the success of change management, despite any existing hindrances. This indicates that change management needs to be implemented strategically in order to navigate the environment in which change occurs in the organisation.

As a result, change management requires an approach that is systematic or influenced by the change process and that coordinates the interactions between the organisation and its employees (Lucey, 2008). Statements like this show change management as a process that requires coordinating of the process and enabling the adaptation to change whilst simultaneously effecting change (Carter, 2008). The process taken to implement change and transition it to a successful process is crucial, and Lucey (2008) argues that mismanagement of change can lead to consequences that may have cost implications and present major risks to project continuity, to people, and to an organisation's survival. Andrews et al. (2008) state that change can be redefined by people or influenced by the contingencies that result from conflicting interests and group ideologies within an organisation. The explanations of Lucey (2008) and Andrews et al. (2008) all justify the importance of strategic change management, as they view and explore change through a clearly defined plan of action that includes tactics, resolution, and direction for managing people, resources, interests, and process.

Therefore, change adaptation is required in order for organisations to survive any change process due to associated factors in change management. Change in this sense is considered as a continuous process which an organisation undertakes to refine and review certain aspects of the organisation (Hayes, 2010). Change has also been identified as one of the most common mechanisms to enable an organisation to improve and advance amidst a hostile environment (Gilley et al., 2009). Change and its unpredictable causal factors often motivate people, causing people to leave their comfort zones in the organisation and

enabling organisations to develop action plans that allow them to identify skills that can positively influence the effectiveness of the organisation (Rees & Eldridge, 2007). Hortho (2008) elaborates that “change is presented as an objective fact that happens to the organisation, either as a consequence of external drivers, or as an outcome of management choice” (p.725). Though views on change process vary, the process explained by different authors in this section indicates that change requires interactions between different factors and elements within and outside the organisation as well as careful management of the change process.

The brief background to this study reveals that without consideration of management strategies for dealing with consequences, interests, and actions that may differ from the objectives of change, there is a possibility that change management can fail. As explained in this section, such consequences may negatively impact the organisation, hence the relevance of this study. This study is also important because, whilst context examined in this section has hitherto been about organisations that neither fit the description of a law enforcement agency (LEA) nor operate like one, it is important to investigate how issues identified may differ in or align with the LEA environment. As a result, the next subsection examines change management in the LEA.

### **1.2.1 Change Management in the LEA**

The LEA tends to face a number of complicated issues that tend to motivate change (Walker, 2012). Examples of these issues range from the daunting tasks of managing and preventing crime (Yuksel, 2015), implementing projects to deal with increased fear of crime (Walker, 2012), and ensuring safety of officers (Cohen, 2017) to improving strategies and public perception of the LEA (Marenin, 2016). Research by Erciyes (2018) has also critically examined how change can be successfully implemented in the police given that past research, reports, and inquiries have shown it can be challenging to successfully implement change in the LEA.

Currently, there is limited published work in the area of change management within the LEA context that alludes to the change process undertaken and the framework that informed the process. For instance, Erciyes (2018) identified factors such as change management phenomena, varied operations divisions, and lack of in-depth knowledge as barriers or challenges to implementing change. Whilst these factors were identified, explained, and justified in Erciyes’ research, they were largely based on the change categorisation at a law



enforcement organisation which was released by Ackerman in 1986. Though the need to develop a new change management approach for each type of operations division in the police was suggested, the research provided limited explanation on social issues transcending time and space which have continuously led the call to change policing tactics in the United States.

Limitations in policing practices have been highlighted by various experts in recent years. Cohen (2017) emphasised that policing practices relating to dealing with social change and issues have failed over the decades even though attempts to implement promising reforms seemed likely to be successful. For example, Cohen (2017) recalled the attempts of the U.S. Department of Justice to incorporate best practices from police departments from across the country to improve practices. However, the series of deaths resulting from bad police practices in recent times reveals that police culture and value orientations have only changed slightly in past decades. The evidence that change has not been well implemented or sustained can be seen in the history of police reform wherein there are usually well publicised promises to change practice, performance, and perception which tend to evaporate over the long run with minimal impact or results (Cohen, 2017; Gilbert et al, 2016; Walker, 2012). This highlights the need for further investigation.

Therefore, the history of failed police reforms, minimal change, and apparent resistance to change informs the background to this research on change management in the LEA. The background to this study indicates that problems exist in the LEA in implementing, managing, and sustaining change, despite the success of similar change management models in the commercial or private sectors. Furthermore, the vagueness around strategies the UAE LEA may adopt for initiating, sustaining, and driving long-term goals further justifies the relevance and importance of this study.

### **1.3 Motivation for Change Management in the LEA**

The background to this study has revealed that change management is important, but the process can fail without adequate measures. In the last two decades, the UAE Government has made substantial developments in all its sectors due to the intention to decrease its financial reliance on oil (Yaseen & Okour, 2012). This change is part of steps taken to minimise reliance on oil as revealed by the UAE Defence Minister, Al-Maktoun, who emphasised the need to evolve the public-sector structures in order to better cope with the challenges of globalisation and empower young leaders through inspiration.

This indicates that change is required in the public sector and that organisational change is a priority for the UAE Government. However, change is a multifaceted procedure that can have undesirable consequences and/or positive outcomes (Gotsill & Meryl, 2007). It is essential to consider available evidence so that change management is conducted as effectively and efficiently as possible (Barnard & Stoll, 2010). Change management is a significant part in every organisation and one of the central disciplines of technology infrastructure administration (Moran & Brightman, 2000). However, Yaseen and Okour (2012) found that the key factors that maintain change programmes in the organisation are leadership commitment; clear goals; roles and duties; fit-designed implementation plans; commitment and involvement of employees; and approaches to assess, measure, and track outcomes.

An analysis of literature on change management in the public division by Kuipers et. al., (2013) exposed gaps as the greatest of the studies concentrated on the component and situation of change itself, without discussing operation techniques, consequences, or success of the change intervention. Change is a movement out of a present situation over a transition situation (Hambrick & Chen, 2007). It is about moving to a future state (Baker, 2007). Whilst change indicates movement, change management is viewed as the process, techniques, and tools to necessary for change and necessary to achieve the required organisational outcomes, supporting individuals and employees affected by the change (Creasey, 2009).

However, strategic change management is about how effective change may be undertaken or could happen and aims for extended term returns derived from the change process. It is the method of dealing with change in a structured way with appropriate tactics to reach organisational vision (Hayes, 2010). From observation, changes in the UAE have been noticeable over the past two decades. However, the structure and tactics for the change process, as well as the sustainability of the process, have been vague. This background motivates an investigation into the change process, with a focus on strategic change management.

Organisations face changes every day. For instance, change is noticeable through introduction of a new product, or through organisational reorganisation, restructuring, or reform (Burke, 2010). It may be inferred that no organisation or country in the world is immune to change, making change and change management a constant factor in

organisations. In the organisational sense, change is inevitable, because rising competition tends to direct affairs and economic activities in both public and private sectors, forcing organisations to adhere to a change process and develop systems that may facilitate the change process in order to ensure that challenges are better managed (Bose, 2006). Despite change management steps, challenges abound that sometimes hinder the ability of organisations to achieve the intended goal of undergoing change (Senior & Swailes, 2010). Thus, understanding change management is important, the importance is shown in several definitions examined (see appendix A). Beyond this, the importance of change management is observed in public, private and in not-for-profit public sector (Bose, 2006). A better understanding of strategic change management is equally important for and has a vital influence on both internal and external factors such as organisational policy, structure, presentation, and philosophy. Consequently, it is important to realise what change is required and how it may be implemented effectively in private and public-sector organisations.

It is necessary to define strategic change management within the context of this research. However, a review of the literature has shown that there are various definitions for this concept, and as such, defining strategic change management can be extremely broad and all-encompassing. In this regard, Kotter (2014) argues that in general, change is a practice and not an occasion. As a practice, change is expected to progress through steps that complement each other, and may take several years to effect, and attempts to hasten the process may motivate administrators to skip necessary and important phases that make change impactful in the organisation undergoing change. Whilst shortcuts to change may have their consequences (Carter, 2008), Cummings and Worley (2005) state that strategic organisational change helps to transform an organisation from one state to another, thereby enhancing the effectiveness of the organisation.

Given the various definitions of strategic change management, which is viewed from both a singular sense and at the organisational level, this research adopts the definition of Lorenzi and Riley (2000). Whilst other definitions are examined and outlined in Appendix A, the definition of strategic change management coined by Lorenzi and Riley (2000) is adopted because its content and emphasis is consistent with the objectives of this research and fits in relation to the UAE's overarching long-term goal of achieving the Vision 2030 programmes. This long-term vision for 2030 has motivated several changes in the UAE, which started with the introduction and application of a government system called the 4th Generation of

Excellence System (4G) (Al-Khouri, 2012). This long-term vision to be implemented through various interrelated programmes has continued to be the driving force for change in different units and departments in public-sector organisations.

The Vision 2030 programmes focus on three main areas, namely innovation, vision achievement, and empowerment, in order to ensure that high satisfaction levels are achieved in the public sector (Al Maktoum, 2015). The programmes aim to increase awareness of the values of excellence in and between all sectors, and principally in governance to certify that an inspiring and supportive work environment is generated via several approaches (Al-Khouri, 2012). All organisations, including the LEA, are working with an understanding to incorporate the vision and its focus areas into their operations, duties, and responsibilities.

### **1.3.1 Change in the LEA of the UAE**

The LEA of the UAE has been adhering to the focus areas of the Vision 2030 programme. For example, the MOI is the parent organisation or arm of the UAE Government that oversees the agencies, departments, and units responsible for safety and security of citizens and expatriates in the UAE. The MOI has been attempting to ensure its activities and operations incorporate the focus areas of innovation, vision achievement, and empowerment. The innovation, vision achievement, and empowerment focus areas of the organisation are discussed fully in Chapter Two.

However, little is known about the change management framework for implementing, managing, and sustaining change related to these focus areas within the LEA. The MOI does not have a clear strategic approach or framework for change management (MOI, 2015) or indicators for assessing change progress and impact. Despite the changes that materialise in the UAE, the UAE Government's overt dependence on external bodies to help reach its vision in the organisation challenges the ability to lead change from within the MOI and the UAE's public sector through internally empowered means and resources. As a result, it is unknown or unclear whether the UAE Government would be more confident of the changes made and their sustainability over a prolonged period of time because most change activities are being led or supported by foreign experts.

For the UAE Government to achieve its vision, Kotter (2014) explains it is important that change is initiated from the heart of an organisation because external actors may struggle to influence behaviours and practices of public-sector organisations as required for the change

process. Thus, the outcome of change driven by experts or foreigners may not achieve the outcome(s) intended by the UAE Government.

Change in the MOI has been driven by the need to have better and smarter services in the modern age. The most significant changes have been noticed in the MOI's services, use of equipment, training strategies or methods, investigation, leadership, and decision-making process (MOI, 2015). For instance, the MOI initiated the use of a smart identification (ID) system for all citizens and residents, incorporating equipment which stores all personal information such as fingerprints and personal data and is used as an alternative to a bank card. As noted by the MOI (2015), some of the most recent innovations in the UAE's LEA are smart policing such as the use of artificial intelligence and robots, simulation of facts and crimes for training, and use of drones in traffic services and collection of forensic evidence. All these innovations have been driven, informed, or supported by foreigners who are experts in related fields and contracted to help the MOI advance its vision for excellence.

As mentioned in previous sections, the UAE Government has desired change, and there has been a need for the help of other countries in starting and running change projects in the MOI. Though change derived and led from within is key to ensuring ownership of a change management strategy and its continuity, which is the ultimate goal of the UAE, such continuity is threatened by too much dependence on foreign support and experts.

Literature suggests that effective change may be that which is incremental and iterative, allowing time and space for individuals to shift their thinking and behaviour and to develop ownership over the change process (Carter, 2008; Hughes, 2010). However, this approach challenges the mode of operations of experts who are often contracted for specific periods of time (Coghlan & Rashford, 2006). The limitations of external support for change management noted in the literature align with the UAE Government's shift in focus from relying on external support to drawing on internal support for change management and working towards the long-term vision of change from within organisations.

Change management is important in the UAE due to varied metaphors generated in response to overall perceptions of management practices and change processes (Van Den Hoven & Litz, 2016). Several restructurings are taking place in the economic, education, and social sectors. However, Van Den Hoven and Litz (2016) observed that the change context has informed the need to have a feedback mechanism to guide the systematic decision-making around change initiatives in sectors in order to simulate management. Kemp, Madsen, and

El-Saidi (2013) note that improvement has been made in recent years in terms of making change management in the public sector more inclusive since it was not inclusive in the 1980s and 1990s. For instance, Al-Shamsi (1999) noted that the development policy in the UAE in the 1980s was characterised by unique aspects that differentiated it from development policies and growth strategies in other developing countries.

Whilst few people understood the process of change (Van Den Hoven & Litz, 2016), the evidence of change and transformation was well noted around the world and mostly welcomed by the UAE due to the benefits it brought (Al-Shamsi, 1999). No doubt much of what was done in the 1980s and early 1990s was funded by oil, and the opportunities provided in the oil era have contributed significantly to the structural transformation of the UAE economy (Al-Shamsi, 1999). However, the knowledge that oil supplies are finite and the income associated with oil can be exhausted informed the diversification away from oil. Therefore, change management policy, strategy, and governance that is better understood, better managed, and sustainably implemented is important in this decade and beyond in order to prevent repetition of the vagueness and challenges surrounding change and economic development experienced in the 1980s and 1990s.

The literature examined in this section to provide background for this study reveals that gaps exist, and there are strong justifications for this study in its potential to help the MOI, an important LEA within the UAE, to progress more strategically with change management. Challenges experienced over the past two decades suggest that preparing change through strategic means and drawing from successful practices needs to be better administered through an arrangement that is well understood by all that are involved. Thus, providing a framework in which change can be managed is vital, as the use of structured procedures and tools empowers others to transform from an initial state to a desired status and outcome (Al-Nasser and Behery, 2015). According to Al-Khoury (2012) and Al-Nasser and Behery (2015), well-supported change can motivate individuals and organisations to be involved and cooperate to achieve the intended objectives of change.

This section has established that change management is an essential component of any LEA because it influences the systematic approach for managing policies that drives methods, tools, capabilities, and successful implementation of safety and security practice (Geurts, 2014). The next section examines the justification for conducting this study.

## **1.4 Research Justification**

Previous sections have shown that change management is important, but challenges exist that may hinder the process in the LEA. This section focusses on issues that are peculiar to change management in LEAs in general as well as those specific to the UAE environment. Whilst all justifications for this study would contribute to knowledge, contributions to practice in the LEA of the UAE would also be significant. It is important that the contribution to both knowledge and practice in the UAE is emphasised because the UAE's commitment to change is evident, but change management processes and strategies are vague. The vagueness of change management models and strategies in the MOI may be classified as the major rationale for conducting this research, but there are other reasons identified by the researcher which are discussed in this section.

### **1.4.1 Lack of Understanding of Change Management in the LEA**

The series of changes undertaken by the LEA in recent decades was motivated by evolving risks and the UAE Government's vision. The change process has been driven by leaders and managers, though most staff and some managers did not quite understand the rationale and this has thus resulted in mismanagement and inaction (Baddah, 2017). However, managers and leaders are mostly seen to be doing the right thing (Duxbury et al. 2017) and as such, the rationale for change has not been challenged or resisted by LEA officers (Al Harahsheh, 2014). However, the lack of understanding of change often hinders the ability to identify and apply the most suitable change management method in the LEA. This lack of understanding also mirrors the existence of the knowledge gap.

### **1.4.2 Knowledge Gap**

A knowledge gap regarding change exists in the LEA given that no assessment has been conducted to determine change impact and understanding of change management (Al Harahsheh, 2014). Given that the culture of the LEA is to abide by rules and regulations without challenging the status quo or leadership (Walker, 2012), it is difficult to determine the knowledge level of MOI officers or employees regarding change and change management. The structure of the MOI examined and explained in Chapter Two shows the number of interrelated units and departments within the organisation. The organisational

structure of the MOI may also make change communication challenging, but this assumption is unsupported.

The extent to which change motivates employees is unknown, but identifying strategies that can reinforce employees' understanding of their roles in change and close the gap in learning through the change process is important (Cohen, 2017). Therefore, a knowledge gap in change management exists and needs to be closed, hence the importance of this study. Whilst some may endeavour to study change management and level of commitment required to ensure a successful and sustainable change process, there is also the problem of limited empirical data.

#### **1.4.3 Limited Empirical Data**

There is currently limited information regarding strategic change management either in government or within sectors of national governance. Most of the available studies focus on change management in corporate organisations or other private business organisations with foreign links. Moreover, there is no information regarding strategic change management in the UAE's public sector. As explained by Kotter and Cohen (2002), such a problem makes it difficult to determine whether strategic change management or change undertaken is present or absent and effective or ineffective. The lack of information and empirical data presents a challenge in that it is impossible to evaluate current practice or determine the effectiveness of current practice for future change process.

#### **1.4.4 Lack of Change Impact Assessment**

There is no record of change impact assessments being conducted in the MOI since different change activities have been undertaken. The impacts of change and capacity of the LEA to cope with the change it is initiating is yet to be conducted, which makes it impossible to determine compatibility of organisational culture with the change pathway (Al-Yahya, 2009). Thus, it is important to investigate the relationship between change process, change impacts, and change management strategies (Al Harahsheh, 2014), especially in the LEA. This is important to ensure the LEA is able to cope with current crisis in the Gulf region and in the world in general. A need for change impact assessment is not out of context, as explained by Shirey (2013), who recommended that theory can be used as a tool for mobilising and determining the effectiveness of change management in organisations.



Furthermore, Nickols (2010) argues that because there are different types of change management strategies, it is important to confirm the suitability and impact of any change management model or strategy. This is because strategies or factors adopted have the potential to define the extent of achievements of transformational change activities (Nickols, 2010). In the wake of several changes in leadership in the West and the resulting impact on foreign policies that may alter activities in the Gulf region, there is need for critical investigation with academic underpinning or explanations and recommendations to support or critique change process in the UAE.

According to Szamosi and Duxbury (2002), development may be used as a measure for assessing organisational change. However, Rees and Hall (2013) emphasise that managing change includes leading, managing, and developing people. Whilst the UAE can boast of people development alongside the change process, the management of people and its impact on the change process within an evolving environment in the UAE is unknown. Therefore, this research focusses principally on the MOI, which is the arm of government responsible for safety and security services in the UAE. The rationale for this is to benchmark the change management approach used in the UAE against key drivers of change management models and theories, with the aim of identifying the critical factors that have crucial impact on strategic change management.

#### **1.4.5 Lack of Change Management Framework**

Limited information on change management is evident, but the lack of a change management framework is even more evident in the UAE. Specific guidelines and steps for a change process in the UAE are lacking and may lead to confusion in the future. Although current leadership is strong enough to implement the change process at the moment, Kotter (2014) emphasises that continuing with the trend and pace of change as well as sustaining momentum for change can be challenging and difficult. The UAE lacks a strategic approach or framework regarding change management and has depended on external bodies to achieve its vision of change, but the UAE is looking to take more ownership of its own change management strategy (Asaad et al., 2015).

Desire demonstrated by the UAE aligns with educating and empowering employees for change (Rees & Hall, 2013). To sustain and ensure continuity of the change process in the current volatile environment in the Gulf region, it is essential to have a supporting structure that can aid the change process as well as help build the basic structure that underlies the

UAE's change system and concept. Therefore, this problem is one of the strong driving forces for undertaking this study.

#### **1.4.6 Lack of Practice-aligned Research**

The lack of empirical data and need for academic investigation exposes the dearth of practical research on strategic change management in emerging economies, including the Arab countries. The deficiency of studies in the Arab countries also extends to the UAE, as research is yet to be done in the UAE regarding strategic change management. It is important to improve this, because as Hoffman (2012) explains, organisations need to institutionalise change and its methodology, because this helps to confirm that organisations are “living” the change and not just talking about it.

Having more applicable research on change management helps the UAE to demonstrate its commitment to change and helps ensure good practice is used to effect and sustain a change pathway in the country as well as to change the culture to one that suits change (Doseck, 2015). Therefore, this study has the potential to contribute to knowledge and to influence change management practice in the UAE's public sector as well as in other Arab countries. Furthermore, there is a lack of studies in general that emphasises the need to investigate the main issues that may affect the achievement and implementation of change in the MOI. Thus, a lack of knowledge of factors that drive change in the MOI and in the UAE may affect the efficiency of the MOI and the public sector in general.

Therefore, these problems or issues have inspired the researcher to undertake this study with the view to determine change requirements and the drivers or factors necessary for successful and sustainable change (Zabjeek et al., 2009). Justification for this research is also emphasised in the study's relevance to the UAE environment and the study's potential for contributing to knowledge. Undoubtedly, the contributions and potential benefits of the study outcome(s) to the UAE are evident and needed; thus, the SMART (specific, measurable, achievable, relevant, and time-related) research aim and objectives can help address the problems discussed in this section.

#### **1.5 Research Questions**

The research justification has motivated the following questions that need to be answered.

1. What is the status of change management in the LEA?

2. What are the challenges and drivers that influence change management within LEAs?
3. How can key elements of successful change management contribute to sustainable strategic change management in LEAs and other public-sector organisations?

These questions led to the development of the research aim and objectives outlined in the next section.

## **1.6 Research Aim, Objectives, and Scope**

The main aim of conducting this research is to develop and validate a strategic change management framework for successful implementation of change in the UAE law enforcement agency.

### **1.6.1 Objectives**

In order to achieve the overarching aim of developing a framework for strategic change management, this study has the following objectives:

- 1) To examine the definition, concepts, and theories of change management
- 2) To develop a strategic change management framework applicable in the LEA
- 3) To assess the status of change management in the LEA using the strategic change management framework
- 4) To identify challenges and drivers that influence change management in the LEA in order to provide justification for strategic change management
- 5) To validate the strategic change management framework for successful implementation of change in the LEA

The research questions, aim, and objectives determine the investigation pathway and overall research scope.

### **1.6.2 Scope**

Change management is well known in organisations, but its application varies between commercial and private businesses or public and private organisations. This awareness motivates the review of change management theories and models from an academic context. The historical background of change and change management is explored to establish and

justify the study scope and rationale for change management in the LEA. Change management models are critically examined with a view to determine the applicable or essential factors that may facilitate change in LEA of the UAE.

The MOI is the LEA for the UAE, and therefore, the scope of this study is limited to one LEA organisation within the UAE. Therefore, to avoid confusion and encourage understanding of terminology for the general readership, and in consideration of the UAE audience who is more familiar with the term MOI as the UAE's LEA, the terms LEA and MOI are sometimes used interchangeably in this study. Furthermore, review of change management models informs the development of the research framework used to benchmark or assess the current status of change management in the LEA. From this process, certain phrases and themes such as creating an environment for change, enabling and engaging the whole organisation, sustaining the change, drivers, and challenges, to mention a few, defined the context of use and scope of what is being examined in this study. Related research to theories of change are also briefly examined.

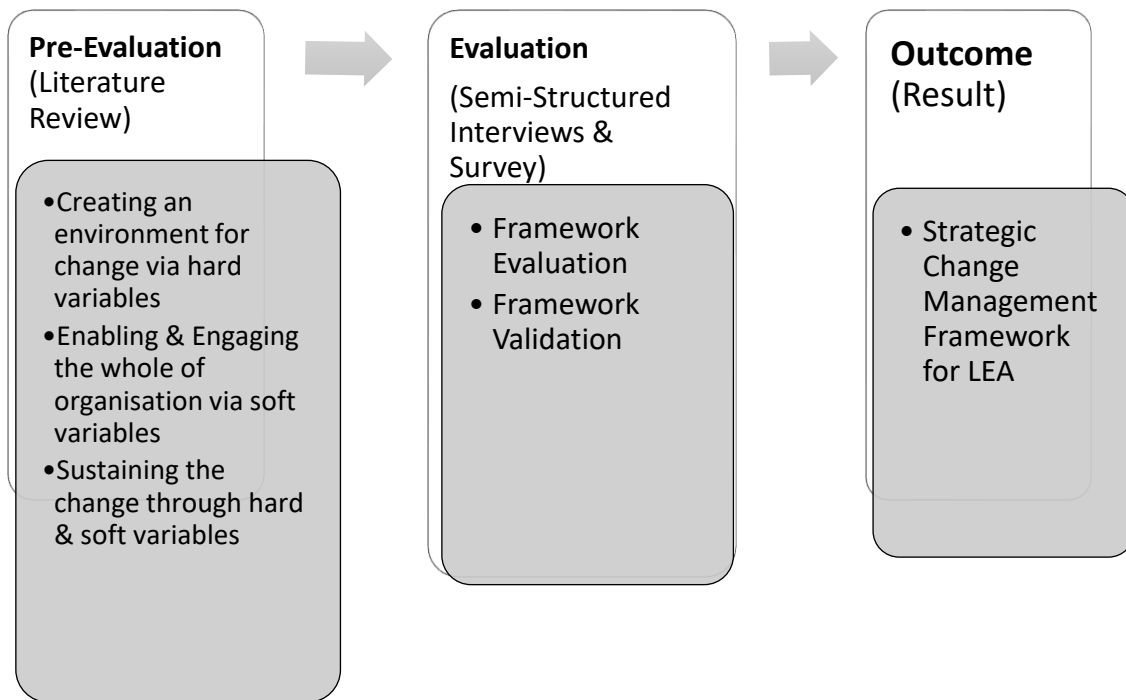
More focus is given to data relating to change, change management, LEAs, and strategic change management, from which themes that need to be evaluated in the UAE context were derived. The literature review chapter has been written based on information relevant to the aim and objectives, and the gaps identified from the literature review have all influenced the selection of research methods. Therefore, this study considers change management in the public and private sector, but is mostly focussed on change management in the LEA. It adopts the theoretical underpinning of change and change management to develop a framework used to evaluate current change management status in the UAE's LEA.

## **1.7 Research Design and Conceptual Framework**

This section briefly explains the research process adopted. Further detail of the research process is provided in Chapter Three. According to Collis and Hussey (2014) and Saunders et al. (2016), there is no rule that states specific research methods must be used for all research. However, there are academic guidelines for selecting appropriate methods for research. This research adopts an interpretivist paradigm using qualitative methods for the central part of study, whilst quantitative methods are used to validate the qualitative data collected and to increase the validity of data collected (Collis & Hussey, 2014). Data validity is important in any study, and this understanding guides the research process and the development of the conceptual framework.

The research incorporates both deductive and inductive approaches, as a combination of both is more favourable in guaranteeing both valid and reliable data (Saunders et al., 2016) and because a deductive approach is consistent with quantitative research, whilst an inductive approach is consistent with qualitative research (Saunders et al., 2016). Whilst the combination of both approaches is rare, it has become useful in recent research on societal issues and inquiries that require both observation and contribution of actors as well as validation of information provided (Gliner et al., 2009). Combining approaches is also important for topics which lack empirical data (such as those in the present study) that require information to be extracted from related academic or theoretical contexts (Gilgun, 2014), hence the deductive approach to developing the change management framework subsequently evaluated in the UAE's LEA.

The combined approaches also influence the data collection techniques and the use of a case study of a single organisation. To help reduce the limitations of each data collection technique, the research design adopts semi-structured interviews and questionnaires to identify key drivers and challenges, as well as assess the overall status of change management in the LEA in the UAE. Mixed methods also help to increase validity of the components of the strategic framework which was validated by 10 experts in the UAE. An understanding of the research design also influences the conceptual framework, which provides structure for the study based on the literature review and the evaluation of any component of the research (Saunders et al., 2014). In this study, the conceptual framework is a sequential diagram which identifies and clarifies relevant research components or variables. The research conceptual framework for this study is presented in Figure 1.1.



*Figure 1.1: Research conceptual framework*

The conceptual framework also synthesises the relevant concepts adopting the inductive approach component of the research design used in undertaking this study. Data is collected through semi-structured interviews and surveys which are analysed through general analytical procedures, including the use of NVivo software for qualitative data and statistical software for analysing quantitative data. The overall outcome of this process is a validated strategic change management framework for ensuring that change management is successful and sustainable in the UAE's LEA.

## 1.8 Thesis Structure

This thesis is structured to have seven chapters that address specific aspects of this study.

**Chapter One – Introduction to Research:** This chapter introduces the research, provides rationale for conducting the research, and outlines the research aim, objectives, and questions. The research methodology, scope, and contributions are also discussed and explained, providing background to other chapters in the thesis.

**Chapter Two – Change Management: Concepts, Theory, and Practice:** This chapter provides an in-depth review of existing literature in the study area. Gaps in existing studies that further reinforce the rationale for the research are identified, whilst major drivers and elements of strategic change management in organisations, especially in the public sector,

are also identified from a critical examination of change management theories and models. The drivers and elements of change management identified in this chapter are instrumental in evaluating or benchmarking the current change management strategies in the UAE. This chapter also focusses on the UAE context by presenting an overview of change management in the country, providing the contextual background of the political system and the implementation of the 4<sup>th</sup> Generation of Government Excellence System (4G). The chapter concludes by highlighting gaps in the system and the areas that require further inquiry and investigation in the UAE's public sector generally and in the MOI specifically.

**Chapter Three - Methodology:** This chapter selects, discusses, and justifies the research strategy, approach, methods, techniques, and philosophy. It explains the predominant use of qualitative methods in conjunction with some quantitative methods to verify the data collected and the strategic framework as well as the protocols of both methods and the triangulation process. It also discusses the ethical issues of the study.

**Chapter Four – Data Analysis:** This chapter presents and analyses the information gathered from interviews with top-level and middle-level administration employees of the MOI. It provides an analysis of the quantitative statistics gained from questionnaires completed by general employees of the MOI. This data is used to triangulate evidence gathered from the interviews and documentation review. Thematic analysis of the qualitative data conducted using NVivo software is presented as is the critical analyses of quantitative survey data conducted using statistical software.

**Chapter Five – Discussion of Results:** This chapter analyses and discusses the primary data findings from the semi-structured interviews and questionnaires against the literature review findings. The purpose of this chapter is to identify major contributions to knowledge or findings peculiar to the UAE context. This chapter is also critical to the next chapter which focusses on the core component of this study: the strategic change management framework.

**Chapter Six – Change Management Framework Validation:** This chapter explains how the research results were triangulated to develop the strategic change management framework for the LEA. This chapter also justifies (from literature) the application of the framework in facilitating strategic change management in the LEA, and potentially, in other UAE public-sector organisations.

**Chapter Seven - Research Conclusions:** This final chapter discusses the conclusions of the research in relation to the research aim, objectives, and questions. This chapter also presents this study's contributions to knowledge and recommendations for practice as well as the study's research limitations and the potential areas for future research.

This thesis structure shows the relationship and flow between different components of the study. The research problems discussed in the justification section of Chapter One help structure the research aim and objectives which drive the literature review and development of the conceptual framework in Chapter Two. Chapter Two is critical to achieving the first and second objectives. However, Chapter Three plays an important part in this inquiry process because it relates to the data collection, the use of data collection techniques, and the basis for result analysis and discussion.

The thesis structure also shows the relationship and flow between each chapter and each chapter's relevance to the entire research inquiry. Regardless of the stage in which each objective is achieved, this flow shows the relevance of having a guide or pathway to achieving the research aim and ensuring that the problems that led to conducting this study are given thorough investigation. The process also guides the research activities and influences the decision-making process for the entire research investigation. Although not without challenges, the guidelines provided solutions for navigating problems that tend to hinder the data collection and research investigation.

## **1.9 Summary of Chapter One**

This chapter has introduced the study area as intended. The content of this chapter provided background to the study area and outlined the rationale and the process for conducting an investigation that will enable the researcher to identify drivers for strategic change management as well as enable the researcher to evaluate the current practice and issues that surround change management in the UAE. The potential for this study to contribute to knowledge was highlighted, indicating that this study's contributions have the potential to improve change management in both knowledge and practice, whilst the study's scope will ensure that change process is better managed in the UAE.

Without the methodology and selection of appropriate methods explained in section 1.7, it may be challenging to answer the research questions and achieve the research aim objectives. It was also mentioned that the thesis structure and research process demonstrate



how the study is conducted and the essential steps that needed to be taken so that the purpose of conducting this study could be accomplished. The next chapter, which is the literature review, focusses on reviewing existing literature in this field with particular attention to change management models from which drivers of change management are identified and key elements of strategic change management are derived.

## **CHAPTER 2: Change Management: Concepts, Theory and Practice**

This chapter critically reviews existing studies in the field of LEAs. A rigorous review of theories and models of change management is also conducted. It presents concepts, theories knowledge, challenges, and information available in the generic field of change management and in the application of change management concepts to the LEA. Contents of this chapter serve as the foundation for the theoretical underpinning for questions formulated for the qualitative interviews and quantitative questionnaire. The review conducted in this chapter has helped to achieve the first and second research objectives which are to examine the definition, concepts, and theories of change management, and to develop a strategic change management framework applicable in the LEA.

Sections in this chapter therefore identify essential factors that influence organisational change, thereby providing context for subsequent chapters in this thesis. The explanations for models that best explain the change process, the nature of change, and the characteristics of change as well as change management are examined, evaluated, and discussed. As a result, drivers for strategic change management as well as barriers to successful implementation of change in the LEA are identified. This chapter explore and provide information underpinning the development of the strategic change management framework for benchmarking change management in the UAE's LEA.

In view of this, this chapter is divided into different sections that examine the LEA, change management in the LEA, and gaps, definitions, and background information relating to change, management, and change management and its models. Other sections include the critical evaluation of the strategic change management context, key drivers of change management and elements of strategic change management. The last section in this chapter summarises the main points or findings of the literature review that relate to the research objectives and the research aim. The overall purpose of this chapter is to ensure that a strong theoretical base is established for evaluating an LEA in a country with limited empirical studies on the subject being researched.

## **2.1 Introduction to LEAs**

In the literal sense, the LEA is the government agency responsible for enforcing laws and maintaining order in a society. The term is more commonly used in North America to describe different units or departments responsible for maintaining law and order. However, LEA has also become a generic term used to refer to government agencies with the ability to apply powers within a geographic boundary and on certain issues (Hoggett et al., 2013).

According to Cole et al. (2018), in the practical sense, LEAs tend to operate across different countries to assist with law enforcement activities through information sharing and resource sharing to solve complex or serious threats to safety. An LEA may also work within its jurisdiction and operations areas, called its command or office, for administrative purposes and logistical efficiency reasons (Bayley, 2008). The LEA's command relates to law enforcement operations within an area, such as the metropolitan police, or to operations that broadly cover specific threats to national security issues, such as those covered by the Federal Bureau of Investigation (FBI) of the United States or state or regional offices of the Australian Federal Police.

LEA responsibilities may also overlap depending on historical, administrative, and/or logistical factors. For example, the English and Welsh jurisdiction is covered by several LEAs called constabularies that have legal jurisdiction over all areas covered by English and Welsh law (Bayley, 2008). Such operations or overlapping responsibilities are often managed through formal liaison between English and Welsh LEA officers. The operational command and distinction between areas of operation is often defined by resource availability, flexibility of resources, and ability to move resources within agencies (Skogan, 2008). Regardless of the area of operations, the fundamental duties (i.e., to maintain and enforce law and order) remain the same.

In many countries, LEA operations or responsibilities can be classified into two broad types: federal or national. A federal LEA operates where there is a whole-of-country LEA with a federal constitution (Cole et al. 2018). Examples of countries that operate a federal LEA include the United States of America (USA) and Australia. However, the responsibilities of federal LEAs vary from country to country and may involve investigating and countering fraud; currency counterfeiting; policing of airports and designated national infrastructure; immigration and border control of people and goods;

national security; and protection of heads of state or other important people. The federal LEA system has both a federal LEA and divisional LEAs combined to maintain and enforce law and order (Bayley, 2008). For example, Australia provides law enforcement for federal property via its federal LEA whilst divisional LEAs provide law enforcement for the divisional jurisdiction in which a property is located. This implies that effective liaison is important to ensure compliance in each jurisdiction.

The national LEA operates where there is no division capable of making its own laws. The national LEA has combined responsibilities that federal LEAs and divisional LEAs would have in federated countries. The national LEA has the typical responsibilities for social order, public safety, and national law enforcement. This arrangement is prominent in countries like Canada, Japan, France, New Zealand, the Netherlands, and the UAE. As mentioned in Chapter One, the MOI is the federal LEA for the UAE.

In both the federal LEA and the national LEA, police organisations are hierarchical systems where ranks are used to differentiate staff command levels and responsibilities. Law enforcement responsibilities in both systems cover religious law enforcement, internal affairs, police agencies, and military law enforcement (Steinheider & Wuestewald, 2008) as well as the following other responsibilities identified by Cole et al. (2018):

- Social order, including public incident mediation, dangerous event public logistics, pre-empting anti-social behaviour, etc.
- Public safety, including general search and rescue, crowd control, etc.
- Regulation
- Services and facilities
- Disaster victim identification
- Education and awareness campaigns, including preventing and avoiding victimisation, law compliance, and public safety
- Policing

It is noticeable from the aforementioned list that LEAs have powers endorsed by a governing body to prevent, detect, and investigate non-compliance, which may lead to seizing evidence, properties, and assets from subjects and lawfully bringing deceptive subjects to justice.

The LEA responsibilities explained in this section indicate that change in LEA organisations needs to be managed carefully and strategically, given the complications that may occur in the process and the potential impact of failed change on a country's safety and security. The areas and scope of LEA responsibilities and powers also indicate that change may be difficult to conceive, undertake, and implement without a potential ripple effect in other LEA units. The sensitivity of the role of the LEA in any country, whether the LEA is federal or national, further justifies the need for and importance of strategic change management, a concept that is examined later in this chapter. The next section focusses on change management in the LEA and provides a critique of existing studies in this field. This is done to justify the importance of this research and the potential areas in which it can contribute to knowledge.

### **2.1.1 Change Management in LEA**

Change management is not uncommon in the LEA. Several studies have examined the process, impacts, and implementation of change within the LEA. Despite the awareness of change in the LEA, changes and reforms in the LEA have always been contentious and challenging (Skogan, 2008). In the past 50 years, several policing movements have sought to strategically change what the police do and how things are done (Hoggett et al., 2013). In an attempt to share the way police work is conducted over the years, the following orientations outlines policing approach:

- Community-oriented policing (COP) (Bayley, 1994; Goldstein, 1990; Skolnick & Bayley, 1986, 1988; Trojanowics & Bucqueroux, 1990)
- Problem-oriented policing (POP) (Goldstein, 1979, 1990)
- Signs-of-crime policing (Wilson & Kelling, 1982)
- Hot-spots policing (Sherman et al., 1989)
- People-focussed policing (PFP) (Clark, 2016)
- Intelligence-led policing (ILP) (Carter, 2016)

The orientations outlined above reveal that it may be challenging to find a police service in the world that has yet to consider change or is not aware that change is imperative (Hoggett et al., 2013). Whilst strategic philosophies may have changed since the Royal Commission in the United Kingdom, very little has changed in the way of systematic attempts or approaches to change management. In general, LEAs are known to develop strong, inflexible, and change resistant cultures (Findlay, 2004; Foster, 2003). For

example, Foster (2003) mentioned the uniqueness of the police culture and how it serves as a barrier to change because managers are usually positive regarding change whilst front-line officers are usually negative.

According to Foster (2003), this leaves the views of police and academics in a polarised position, leading to the inference that a combined approach is required to tackle both mindsets in order to effect change. Foster's discussion on the conflict between "street cop" and "management cop" emphasises the need for change within the LEA to unify mindset, though Long (2003) emphasises that it highlights the importance of leadership within the police and the role of leadership in driving change within the police force. The works of Foster (2003), Findlay (2004), and Long (2003) all reveal the internal issues that may drive or hinder change in the LEA, making this study a critical one in exploring an effective and suitable framework for strategic change management.

Reviewing the literature on change management in the LEA reveals that the institutional analysis and development (IAD) framework is the framework most commonly used to examine the LEA. Ostrom (2011) argues that it is often used to understand the institutional perspective in which change is implemented in the LEA. The strength of the IAD framework is its ability to provide an organised and stable method for examining complex phenomena (Whaley & Weatherhead, 2014) such as the processes that operate in the LEA.

Though applicable to other public-sector organisations, the IAD framework is renowned for aiding an understanding of the role of institutions in shaping individuals' behaviour and how the relationship between this role and individuals' behaviour influences the production and distribution of resources, particularly common-pool resources in the public sector (Ostrom, 2011). Figure 2.1 shows the components of the IAD framework; the initial process for institutional change comprises attributes of the resource system, the attributes of resource users, and the governance system. The action arena consists of action situations and participants as well as interactions, evaluative criteria, and outcomes that the initial process generates.

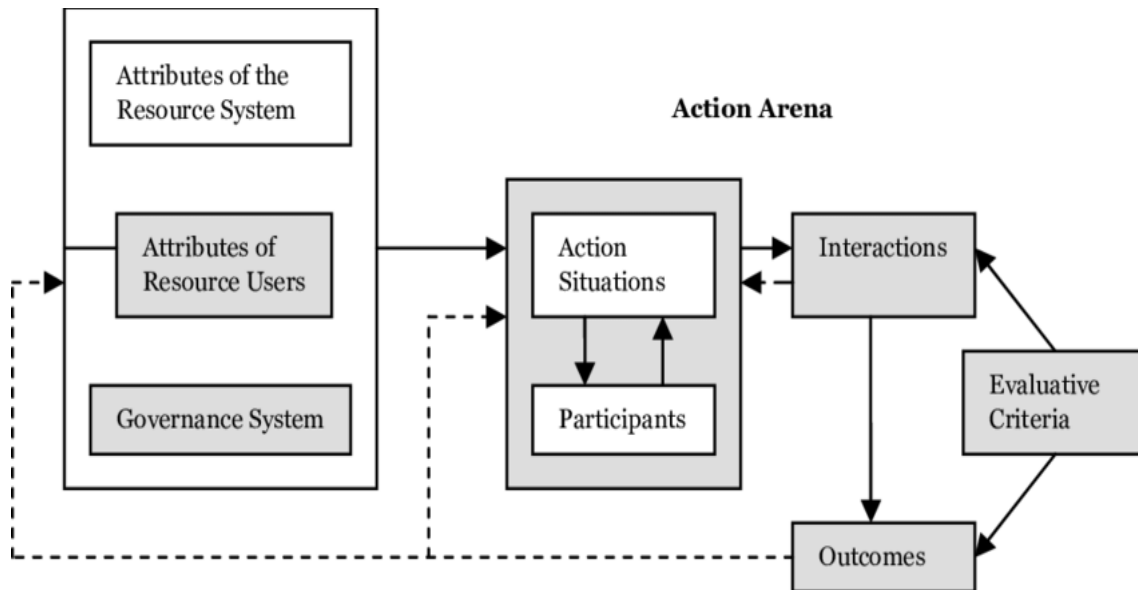


Figure 2.1: Institutional analysis and development framework (Ostrom, 2005)

As shown in Figure 2.1, the IAD framework starts with a set of initial conditions. These influence the action situations which establish patterns of interactions that yield outcomes which, in turn, may help modify the conditions for the next set of interactions. Furthermore, according to the research by Ostrom (2005, 2014), the governance system which entails the “rules-in-use” is also critical in the police organisation. The attributes of the resource users and the governance system (i.e. the police staff and the system in place to support them) all influence the action situations (Ostrom, 2005). It can therefore be inferred that failure at the initial stage, where context is provided, subsequently impacts the entire action arena comprising the action situations, participants, interactions, outcomes, and evaluative criteria shown in Figure 2.1.

It can also be inferred that change management within the LEA needs to take into consideration the initial conditions, which represent the context, and the necessary action situations that create the pattern or culture within the organisation. Though rooted in classic politics, the IAD framework helps in analysing the impact of economic, social, and physical conditions on the quality of actions taken by institutions and the quality of outcomes (Heikkila et al., 2010). The IAD framework enables an analysis of competences, and it aids in the process of knowledge accumulation from empirical studies and in the assessment of previous efforts to bring about change (Ostrom, 2011). Thus, the IAD framework is commonly applied to policy change in the LEA (McGinnis, 2011). Several police studies show that it is used to analyse change process, policy implementation, and policy impact on change management.

To demonstrate this, Polski and Ostrom (1999) and Ostrom (2010) applied the framework to conduct empirical studies on police service delivery in metropolitan areas. Crank (2003) explored how to enhance the LEA through using the IAD framework in the LEA. Similarly, Ostrom (2007) adopted the IAD framework to understand how LEAs in the same community can outperform one another after undergoing change. The possibility of how a change policy can motivate small- to medium-sized police departments to outperform large police departments was examined using the IAD framework. Brown and Brudney (2003) used the framework to study how police agencies can use information and technology to advance knowledge and what support was required to make this possible.

Findings from these studies suggest that information systems enable police departments to search out more efficient modes of operating and that change management is an inevitable part of the LEA. Furthermore, application of the framework to LEA studies has helped to better understand the LEA and the change pathway that may be suitable for the organisation. Many of these studies have provided better understanding of the LEA and revealed that police organisations undergo change that conform to institutional expectations. The outcome of studies by Ostrom, McGinnis, and Heikkila et al. led to the birth of community policing, which was a major institutional change in the police given that previous initiatives to improve safety had failed.

Therefore, reviewing the literature reveals that studies on change management in the LEA have focussed on the following key areas:

- police service delivery in metropolitan areas (Polski & Ostrom, 1999)
- information and technology in the police to advance knowledge (Brown & Brudney, 2003)
- police performance (Ostrom & Ostrom, 2014)
- community policing (Ostrom, 2004)
- police services (Ostrom, 2014)
- police and public safety (Ostrom & Ostrom, 2014)

These areas of study further justify the importance of change management in the LEA as well as the impact change management research can have in enhancing LEA operations and culture. Despite this, the IAD framework has been critiqued as only focussing on how people build institutions and, on the outcomes, that institutions generate, though it does



use different concepts and analysis, and this may be applied at micro to macro levels, drawing on theories that may apply to institutional practice (Heikkila et al., 2010). McGinnis (2011) acknowledged that the IAD framework explores the role of individuals and groups within the institution and in terms of contribution to change, which may be limiting since other aspects that make the LEA function effectively in the long term may be overlooked.

Therefore, it can be noted that whilst studies on change management in the LEA exist, the framework or theoretical analysis adopted by most studies in this area is limited. Though the IAD framework has been used by several authors researching change management in LEAs, as observed in this section, the authors' approaches and the components of the framework revolve around the institution and around understanding issues and solutions to immediate problems. It is no doubt that the IAD framework is an important framework in understanding solutions and issues in the LEA. It is, however, important that pertinent issues such as strategic change management are given more in-depth examination, given that strategic change management relates to strategy setting and the future agenda of the organisation. Strategic change management helps the LEA to be less reactive and more proactive in the era of evolving threats. The next section considers other gaps to further justify the rationale for the approach taken in this study.

### **2.1.2 Gaps in LEA Change Management**

The previous section has shown that there is an impressive amount of research on change management in the LEA. However, most generic studies on change management suggest that the outcomes of organisational change efforts are often disappointing (Burke & Biggart, 1997; Blake & Mouton, 1983; Elsass & Veiga, 1994). These early observations and studies prompted some to observe "most efforts by executives, managers, and administrators to significantly change the organisations they lead do not work" (Burke, 2002, p. 1). This deduction may not be far from the truth in the LEA.

For instance, from the previous section discussing the application of the IAD framework to LEA studies, it can be noticed that the areas of focus in police work have themes concerning service-related and institutional aspects of the police organisation which omit other areas such as equipment or strategic change management. Furthermore, previous studies have increased understanding of the major concern in policing work which is to provide quality public safety services, but it is glaringly obvious that strategic issues are

left out. For example, research by Brown and Brudney (2003) focussed on information and technology in the police to advance knowledge, and though good, the use of information and technology is a mostly process-related component of change management; it does not necessarily focus on strategic issues. Also, the studies conducted by Ostrom (1999; 2004; 2014) related to community policing, which is an operational project or outcome rather than a strategic issue covering different aspects of law enforcement responsibilities. These studies and other studies on police performance, services, and service delivery all failed to cover strategic issues that reflect knowledge of what the police entails and future strategy for the agency.

An exploration of research involving case studies around the world also identified gaps and findings that indicate the need for strategic change management in the LEA. For instance, Jacobs et al. (2006) examined the accounts of organisational change processes in the police organisation in Germany. Investigating the key successes and failures in change projects in German police revealed that change projects in the LEA can create a lot of trust, goodwill, and satisfaction, in addition to eliciting great commitment from members (Jacobs et al., 2006). However, their study also revealed that change projects can also create desperation, anxiety, and frustration, leading to unsuccessful project outcomes. Desperation, anxiety, and frustration were factors that caused officers to make daily mistakes in addition to the routine obstacles of the project, impacting on the change project outcomes (Jacobs et al., 2006). Whilst this inductive research that engaged 92 high-level officers with leadership potential revealed the fundamental problems to a successful change project, it did not cover strategic change management or senior management issues in implementing change.

Another case study of the Ministry of Interior in the Republic of Serbia revealed that organisational change in the LEA affected the performance of police officers, especially when the change related to reducing resources. In 2016, the Ministry of Interior was obliged to reduce the number of police officers. The downsizing had a negative effect on performance of the officers with studies showing that 22% of restructuring reduced productivity (Milenković et al., 2016). Though this process or outcome involved tracking officers' performance over a period of time, the indicators revealed that the change impacted crime prevention, response times, and enforcement productivity (Milenković et al., 2016). This study shows the impact of organisational change on outcomes and the negative impacts change had on LEA responsibilities and operations.

According to Milenković et al. (2016), change in the Serbian police also led to hindering psychological factors because reward systems were considered as obstacles to organisational changes. Rather than officers working towards the collective good of the organisation, they were mostly motivated by rewards that benefitted them as individuals. Reward often hinders teamworking, making individuals more focussed on their personal or career benefit rather than on the organisational goal and the intended goal of change in the organisation. The impact of change was also evident as it further influenced the way in which they worked in teams and their relationships within the organisation (Milenković et al., 2016). This case study shows both the negative impact of organisational change in the LEA and the gap that existed in previous studies which did not consider strategic change management as a holistic process for improving processes and outcomes of the LEAs.

It has been emphasised that when officers return to old habits due to restricted resources, there are threats to current balance of power and intergroup conflicts which interrupt cooperation, thus leading to incompatibility between the process of changes and organisational culture and the huge investment in previous decisions and directions of action (Jaško et al., 2014). When change is considered or implemented in an organisation, it needs to be done with understanding of the organisational culture; otherwise, change may contradict organisational culture and decisions focussed on change process may also contradict organisational culture. In addition, in LEAs where change has been successful, such as the New Zealand Police, it has been identified that the change may be discontinued after its success (Duncan et al., 2001). Leading up to the year 2000, New Zealand Police experienced politically driven change and commenced a change programme called Policing 2000 (P2). P2 challenges traditional policing methods and assumptions and uses a total quality management (TQM) approach to improve police services and develop a more service-oriented LEA that uses state of the art technology and strategic management practices akin to the private sector (Duncan et al., 2001). However, findings of this study acknowledged that organisational change in the New Zealand Police required the following three critical relationships to remove cultural change barriers:

- Vision-implementing linkage
- Vision-culture linkage
- Culture-implementation linkage

Change in the LEA that lacks these three critical relationship linkages, thereby enabling officers to disassociate change from past efforts, may not be sustainable. The approach taken by Duncan et al. (2001) emphasised the importance of TQM in the LEA and the importance of strategic management practices, but it did not emphasise strategic change management which is forward looking and adopts a vision to drive change. Even though Duncan et al.'s research on change in the LEA was conducted in a country known for successful change process, it failed in ensuring that change is sustainable and lacked strategic change management concepts such as the ones incorporated in this study.

The gaps identified in research on change management in the LEA further justify that strategic change management is essential in the LEA if change is to be initiated smoothly and successfully and in a way that does not negatively impact the sector's responsibilities. These gaps also emphasise the need for this research to critically address the omissions of past authors and studies with the view to contribute to knowledge by increasing understanding of areas left underexamined by past researchers. However, to conduct an objective study that examines all the gaps identified herein whilst seeking to achieve the study's aim, it is necessary to start by reviewing concepts of change management such a practice and scope as well as the concept of strategic change management.

## **2.2 Background to Change Management**

Change is the process of causing a purpose, practice, or thing to become something different in relation to what it was previously. Organisations can experience changes in a particular division or as a whole. But in general, the main nature of change is a movement from a present state through a transition state to a future state (Bourda, 2015). According to Yang et al. (2009), change is required when all the old practices no longer work. However, the commonly recognised goals of organisational change comprise changes in culture, vision, structure, method, technology, and finally, leadership style.

Change is a widely researched field of study. In past decades, change has been investigated by several authors whose work will be examined in this chapter. Their works indicate that change is viewed as a necessary process or a requirement for growth in several organisations. Although change is viewed or treated differently in organisations depending on what has motivated change (Rees & Hall, 2013), its successful outcome is commonly seen as the evidence of the factors that lead to change and to the need for change (Coghlan & Rashford, 2006). But authors like Hughes (2010) consider change as

a partial process in which change may not be fully achieved, thus suggesting that change is not warranted.

Coghlan and Rashford (2006) explain that factors such as situation, power, skills, and approach taken to implement change play a stronger role in achieving the goal for embarking on change. On the other hand, Jansen (2000) argues that the goals of organisational change will impact each other. For instance, actuality of vision rests on the combination of a proper plan and the organisation's culture. Hence, in the change process, a "methodical viewpoint" should be thought through. Furthermore, the different goals for change can be reflected as a whole to reach organisational change effectively. The next section on change management examines concepts and levels of management required for a successful change process. These models will be identified and explained in detail, which in turn will help the researcher to develop a strategic approach for change management in the UAE.

### **2.2.1 Concepts of Change Management**

In general, organisational change management is as ancient as the establishment of organisations. The primary documentation of organisational change management is in the Old Testament of the Bible, where Moses escaped the tyranny of the Egyptian pharaoh with thousands of his followers. Moses had to manage a number of social arrangement issues and suggested reorganisation. Therefore, Moses is the first advocate of change and was an early organisation change agent. The concept of changing organisations is not new; however, what is comparatively new is the learning of organisational change (Burkus, 2007).

In his 1513 book *The Prince*, Machiavelli indicates that those who face change will fight it with all they have, whilst those who support change will do so without enthusiasm. Thus, leaders must take extra actions to ensure changes are implemented. Machiavelli addresses three main principles of successful change management: change is a process, expect resistance, and build support. Machiavelli's thoughts about the nature, risk, and challenge of change is as true today as it was when it was written 500 years ago. Active leadership is important for effective change, and leadership needs to provide active support through the change process, expecting and managing resistance, and constructing support (O'Rourke, 2013). Element of leadership is observed in the definition of change management in appendix A.

Recently, organisational change management has become an interest of scholars. Many articles reflect various studies on the topic of organisational change management, and many of these studies looked at organisational change from several perspectives. As it is not an exact science, there is no right or wrong theory to organisational change management. McMillan (2004) argues that approaches to the change process in an organisation vary and are diverse, but most approaches are derived from issues that may contradict with thriving areas in the world. This implies that the change process and its approaches may not be in synchronicity with current trends in the world. For instance, McMillan (2004) explained that the emergence of new technologies, rather than the forces within an organisation and the organisation's desires for change, may influence the decision for change.

In light of this, change is seen as a forced process, rather than as a natural recurring state or process. Palmer and Dunford (2008) drew from this understanding, providing explanations on change which assert that change management involves the shaping and the process for controlling change. They further explain that change is managed due to the need for it and the strong belief that the outcomes of change may be achieved through directing, navigating, and coaching resources that help to achieve the desired change. However, Weicks (2000) explains that decision-making and ability to understand requirements for change better assists organisations and leaders within those organisations to develop necessary skills and resources required for the change process or change management.

The explanations thus far suggest that organisations and leaders in an organisation are crucial to change management and to deciding change initiatives and strategies for change (Balogun & Johnson, 2005). These arguments about change management emphasise the importance of the change process as well as the importance of organisational goals and the leaders that facilitate the change process. Although essential to change management, Balogun and Johnson (2005) argue that change management places a demand on resources and on different management levels in any organisation.

### **2.2.2 Levels of Management**

Generally, management comes from the verb *to manage* which originates from the Italian word, *maneggiare*, which was later developed into the English word *management* in the 17<sup>th</sup> century (Drucker, 2002). However, within the literature there is no completely

recognised explanation for management; it is hard to give an exact meaning of the term *management*. There are different definitions and descriptions of the term, and different management writers have viewed the term from their own angles and expectations (Bose, 2006). For example, Drucker (2002) describes management as an organisation of the actions of enterprise in line with certain rules to achieve set objectives. Nordén and Anderberg (2012) define change management as the practice of planning and sustaining an environment in which persons working together in groups powerfully achieve selected aims.

Likewise, Taylor (1964) declares that management is a skill of knowing what is to be prepared if something is to be completed in the most promising way. Moreover, Henri Fayol defines management as being able to predict, to design, to shape, to understand, to organize and govern the actions of others (Van Vliet, 2010). Holmes and Hatton (2008) define management as the commonly understood preparation of organisation's means to reach a number of agreed-upon objectives and general purposes. From these definitions, management can be described as the process of planning, organising, employment guiding, and monitoring the efforts of individuals who are involved in activities in an organisation in order to achieve the objectives of the organisation. Management can be influenced by different factors, including the management's manner of guidance, control, and governance.

Management levels refers to a line of differences between several managerial places in an organisation. Managers in an organisation work and operate at different positions or ranks. The hierarchy of these managerial ranks is called levels of management (Gunasekarana et al., 2004). The management level dictates the amount of authority and a sequence of command. Figure 2.2 shows common levels of management within an organisation.



*Figure 2.2: Levels of management (Adapted from Drucker, 2002; Nordén & Anderberg, 2012)*

As shown in Figure 2.2, top-level management entails executive coaching, change management, leadership, delegation, and empowerment, amongst other things. Whilst middle-level management is responsible for problem solving, teaming building, talent development, and performance management, top-level management initiates and manages change (Nordén & Anderberg, 2012). However, change management is not possible without the problem-solving, team building, and talent development tasks attributed to middle-level management. Low-level management is also important in that it implements the activities decided upon at the top and middle levels.

The relationship between the levels of management in the hierarchy ensures that change management and delegation is decided at the strategic level by top management, whilst performance during the change process is overseen at the tactical level by middle management. Different styles of leadership may be required to effectively carry out the activities required at each management level, and management styles have an impact on whether the organisation will effectively realise its vision (Amanchukwu et al., 2015). However, this research is not concerned with leadership styles, as the main emphasis of this research is on change and strategic change management.

In general, and regardless of the various managerial levels and management styles, more organisations are facing faster, more complex, and more interdependent changes than ever before. To make an organisation more productive and innovative, there is a need to apply strategic change management in order to improve performance and achieve the



strategic vision of the organisation. Therefore, the criteria for determining elements of change management identified (see appendix B) is defined to ensure that part of the aim of this study which is to develop a strategic change management approach that will be useful in implementing change in public-sector organisations in the UAE is possible. Ultimately, the aim of this is to ensure that value is added to the UAE public sector so that future performance and activities are ideally suited to improve overall performance using the criteria in appendix B.

### **2.3 Strategic Change Management**

The previous sections have gradually built a justification for strategic change management. Baker (2007) stated that if successful change is to occur and yield long-term advantages, then it is essential to have a clear and extensive strategy that draws in all features of the environment in which the organisation is active. Strategic change management is the practice of managing change in a planned and considered way to address organisational targets, objectives, and tasks. Strategic change is essential for organisations to grow well and go beyond their industry competitors. Strategic change management is affected by various factors. Some of these factors are discussed in this study.

Strategic change can range from a simple action, to a major action, to achieving the organisation's objectives. Strategic change can be a varied change initiative that includes an organisation-wide transformation effort or it can be a change control programme that includes giving tools and procedures to regulate daily operational or project-specific changes (Bourda, 2015). Initiatives and activities for change are important for any organisation and its achievement. Therefore, strategic change management is a systematic approach to helping the individuals impacted by the change to be successful by building support, addressing resistance, and developing the required knowledge and ability to implement the change (Creasey, 2007). This implies that strategic change management is a process that includes the use of tools and techniques to manage people and the change process to achieve the required outcomes of change (Baker, 2007). However, Fincham and Rhodes (2005) argue that it is the leadership and direction of process through which an organisation is transformed, especially with regard to human aspects and overcoming resistance to change.

Therefore, strategic change management is a form of management control through the application of systematic management interventions that involve people to achieve a desired future state with defined performance outcomes in line with the organisational strategy (Rees & Hall, 2013). As a result of the explanations and arguments presented by different authors, in the context of the present study, *strategic change management* is defined as a systematic change initiative that includes a wider transformation of an organisation undertaken using human resources, leadership, and coordinated use of techniques and tools. This means that in practice, strategic change management stages and processes for implementing change must follow a defined and logical pathway. (For more definitions of strategic change management, see Appendix A.)

It should be noted that there are several studies linked to the subject of strategic change management in developed countries. These studies provide explanations on how change management can be introduced in public and private sectors. However, a majority of them focussed on service areas, including healthcare, education, and city councils (Guthrie & Russo, 2014; Christopher & Sarens, 2015; Schmidt & Günther, 2016; Helden & Uddin, 2016).

### **2.3.1 Strategic Change Management Practices**

In a study about the re-engineering of First American Company (FAC), a bank holding company, Cooper et al. (2000) used Kotter's eight-step change model (see section 2.6.4) to study the change process that occurred within FAC. They attributed FAC's achievement in adopting a new business approach to change its organisation structure to following Kotter's eight-step change model instructions almost precisely in its change efforts. FAC was bound by letters of agreement with officials, which therefore established a sense of urgency (Step 1).

A coalition was formed consisting of the chief executive officer and senior management to decide the strategy (Step 2). The strategy itself was a vision of the future that was credible and attractive (Step 3). They communicated the vision (Step 4). As part of the vision, tools were delivered that allowed players to use the system in a range of ways that harmonised with their requirements (Step 5). The rollout was phased and so permitted for quick, visible wins (Step 6). Every phase of the rollout was built upon the previous one and so combined the lessons gained (Step 7). Organisational performance and processes were improved to match the new vision (Step 8).

In a study involving defence contractors in the USA, Mento et al. (2002) observed something similar. They examined three models of change management: Kotter's eight-step model, Jick's ten-step model (see section 2.6.3), and General Electric's (GE) seven-step model (see section 2.6.5). In this study, the researchers created a twelve-step framework for change at a defence contractor using the three models. In the discussion of the framework, the planning and reasoning behind the steps was defined as was how the framework fit into the changes in existence at the defence contractor. In this circumstance, they precisely justified the actions using the three models, showing the effectiveness of the models in achieving change (Egan & Fjermestad, 2005).

Strategic change management practices have been observed in other organisations as well. In 2004, Shell faced an oil reserves crisis that crushed its share price (Arnold, 2015). Consequently, the chairman of the group suggested that the company needed to change its structure and practices in order to survive. A sequence of universal, standardised processes was identified which, if adopted, would affect more than 80 Shell operating units. However, to succeed in the change programme, Shell's leadership needed to emphasise the importance of gaining acceptance from all stakeholders to follow the new systems and practices for the change to be effective.

In this regard, it was necessary that the main players could assert the needs of all markets, could understand the cause for change, and most importantly, could understand the need for change. This was reflected from the beginning, as change was key in ensuring success in the transformational process. To ensure smooth implementation, challenges were identified and managed promptly. Communication was vital as it allowed for challenges to be discussed and ensured informed decision-making. This allowed for any change to be considered carefully before actual implementation. Finally, it is fair to say that Shell is in a significantly improved position, compared to the time before any change was implemented. Accordingly, this reflects success and that the results of what may be called downstream or ongoing change (Arnold, 2015).

In another example, in 2008, Santander Bank had an aim to create a stronghold in the UK banking industry. Its plan included acquiring a group of three UK financial institutions: Alliance and Leicester, Bradford and Bingley, and Abbey National. The chairman of Santander Bank concluded that these financial institutions may not be capable of changing, growing, and evolving. He attributed this to their legacy institution status which

dated as far back as 1849. The acquisition of these legacy or traditional UK financial institutions under the Santander brand allowed Santander Bank to fulfil a key objective which was to merge these financial institutions into a retail bank. To create a formidable retail bank, there was a need for a fast-track, systems-led banking model that would ultimately lead to changing the old ways of doing things and ushering in the new way of doing things in banking leading to a revolution rather than an evolution.

There were different issues to tackle throughout the change process due to cultural misunderstandings. This was obvious when national or linguistic similarities failed to provide harmony. In fact, the culture of the UK acquisition established that great and careful management would be necessary to integrate the systems, procedures, and persons into the different organisations. For example, those who were associated with change were made fully knowledgeable; risks were discussed, and worries were eased. In each branch, the teams were ready for the diverse client responses over the change stage. Also, those who were likely to be impacted by acquisitions were given clear messages about the future. This process ensured that all that were part of the change process could relate to the change and owned the process.

In 2010, Santander UK was launched against economic and banking difficulties. By 2013, it had become one of the leading retail banks in the country and one of the largest providers of savings and mortgages. In addition, the chief executive officer had been moved to lead change at another, even bigger, banking institution, Lloyds Banking Group (Arnold, 2015). The above examples of successful change indicate that change programmes are more effective overall where there is a common sense of urgency to carry real, tangible change.

### **2.3.2 Factors Affecting Implementation of Strategic Change Management**

Examining context, content, procedures, and outcomes may assist in finding particular factors linked to change procedures and their application in public organisations. It is important to mention that the external and internal factors of organisations in the public sector change often and are always evolving (Philippidou et al. 2008). Any changes that are scheduled must be made in the context of the situation of the general environment in which an organisation operates, to ensure that they are well placed for future success in the environment. Involving people affected by change in the change management process helps in developing commitment, interest, motivation, and positive approach. Table 2.1

demonstrates the main factors that affect implementation of strategic change management. These factors are important in strategic change management.

*Table 2.1: Factors affecting implementation of strategic change management*

<b>Factors</b>	<b>Importance in Strategic Change Management</b>	<b>Authors</b>
Communication	<ul style="list-style-type: none"> <li>• Shared communication plays a significant part in change administration.</li> <li>• Consistent and effective communication with stakeholders, including workers, so they understand the tasks and the changes required is key in strengthening attitude towards change.</li> </ul>	Kotter, 2008; Muller 2006; Gotsill & Meryl, 2007; Milis & Mercken; 2002; Austin & Currie, 2003; Legris, 2006
Training	<ul style="list-style-type: none"> <li>• Training is the foundation for constructing information on change and the skills required.</li> <li>• Training helps groups of people to know the mission and its intended results; without adequate and effective training, the advantages of a new framework may not come in.</li> </ul>	Gotsill & Meryl 2007; Williams & Williams, 2007; Kotter, 1995; Gargeya & Brady, 2005; Sharma & Yetton; 2007
Resilience	<ul style="list-style-type: none"> <li>• Resilience contributes to the acceptance of change; individuals with resilience are able to cope with changes and adapt.</li> <li>• Resilience can assist with increased collaboration and reduce resistance to change.</li> <li>• Resilient employees struggle less in adapting to organisational change and consequently improve productivity and quality.</li> </ul>	Siebert, 2005; Maddi & Khoshaba, 2005; Hoopes & Kelly, 2004
Commitment to Change	<ul style="list-style-type: none"> <li>• Commitment to change represents a vital connection between individuals and change goals.</li> </ul>	Herscovitch & Meyer, 2002; Kotter, 2014
Resistance to Change	<ul style="list-style-type: none"> <li>• Resistance to change is a result of fear, bias, anxiety, and ignorance.</li> </ul>	Kotter, 2014; Bagranoff et al., 2002; Egan, 2005; Datz, 2002

It is not enough to list the factors that influence the implementation of strategic change management and describe their impact on change. It is also necessary to discuss how to take advantage of these factors and attempt to initiate the development of a framework for strategic change management that could serve as a guide to change in the UAE's public sector. However, whilst factors that affect strategic change management are

undisputed, it is also necessary to identify the key drivers of strategic change management.

### 2.3.3 Key Drivers of Strategic Change Management

As organisations grow and develop, they go through a number of recognisable change steps. These changes may be planned or unplanned. The rationale for change may come from within the organisation or may be caused by external factors and forces. Due to the current competitive environment organisations must operate within, change is becoming a common phenomenon which enables organisations to retain their competitiveness (Aupperle & Karimalis, 2001). In general, the necessity for change in the private sector is driven by profit, whilst in the public sector it is driven by the purpose of adding value to the general well-being of the society. This implies that the factors that drive the two sectors differ, but Baker (2007) has identified key drivers that are common in both sectors: competition, diversity of the user, legislation, technology, and finance. These key drivers and their impacts on change are presented in Table 2.2.

*Table 2.2: Key drivers of strategic change management*

Key driver	Impacts on Change	Authors
Competition	<ul style="list-style-type: none"> <li>It provides motivation to implement innovation and change practices.</li> </ul>	Solomon, 2001; Baker, 2007; Cunningham et al., 1997
Diversity of the user	<ul style="list-style-type: none"> <li>It gives a richness to thinking and attitudes in the change process.</li> <li>Integrating diversity and organisational change efforts can enhance successful organisational change.</li> </ul>	Baker, 2007
Legislation	<ul style="list-style-type: none"> <li>Is used as a method of gathering governmental ambitions, and organisations might have to create changes to keep up-to-date and stay compliant.</li> </ul>	Baker, 2007
Technology	<ul style="list-style-type: none"> <li>Adaption of new technology leads to a change of organisational structures, where the power of electronic communications enables a greater degree of networking across traditional boundaries and hierarchies.</li> </ul>	Baker, 2007; Solomon, 2001; Clark, 1998;
Finance	<ul style="list-style-type: none"> <li>In many organisations, engagement will take up a significant proportion of the budget. Consequently, financial forces may be a foremost driver of change in working practices or organisational constructions.</li> </ul>	Baker, 2007

As can be seen from the listed impacts in Table 2.2, competition, diversity of the user, legislation, technology, and finance are key drivers of strategic change management. Competition motivates change, whilst finance may be considered as the fuel for the change process (Baker, 2007). Technology and legislation are also important given their roles in the modern LEA in terms of intelligence gathering and detecting crimes (Brown & Brudney, 2003). However, in order to achieve the objectives of this study, it is also important to examine the role and impacts of these drivers of strategic change management in the UAE context. Therefore, all these drivers of change are taken into consideration when evaluating UAE change management practices in the next section.

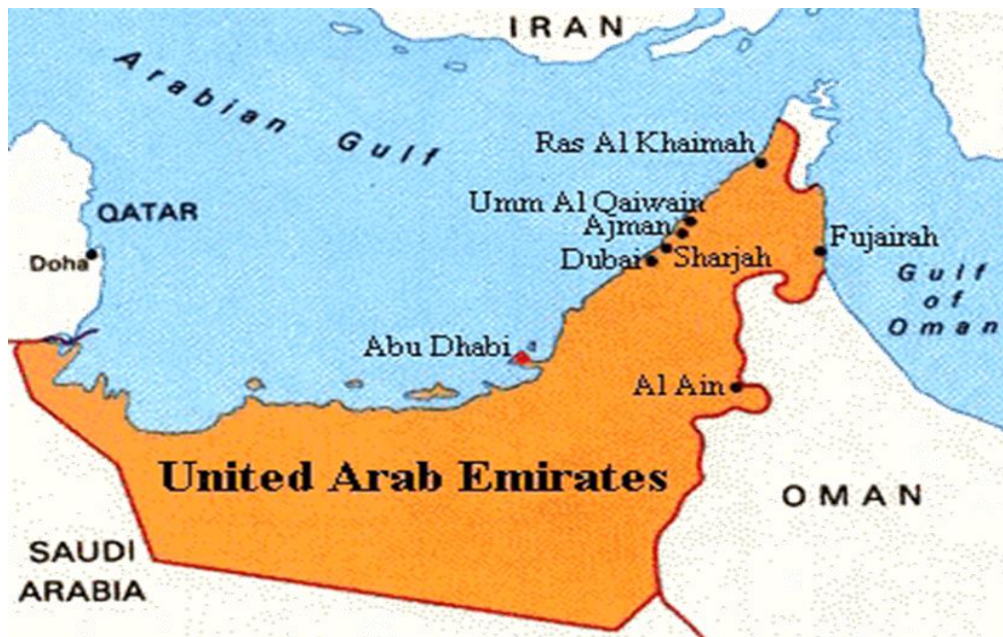
## **2.4 Change Management in the UAE**

The UAE was founded as a federation in December 1971, and it consists of a coalition of seven emirates. Its constituent emirates are Dubai, Sharjah, Fujairah, Ras Al Khaimah, Abu Dhabi, Umm Al Quwain, and Ajman (see Figure 2.3). Each emirate is governed by an absolute monarch who jointly forms the Federal Supreme Council (Sakr, 2015). The type of governance reflects the ambition of the people to attain strength, pride, and dignity. Working at the nationwide level was observed as a goal which was valued and given attention from the beginning. Before the establishment of the federation in December 1971, the UAE was called the States of Trucial, and was governed under British defence for a long period of time, dating back to 1756, when Dutch influence in the Gulf region came to an end (Heard-Bey, 2005).

The Arabian Gulf had been in the domain of the French, Dutch, Portuguese, and British for a long time. This illustrates the significance of the location of the Arabian Gulf in general and the UAE in particular for some countries in different periods and times. This is due to the unique geographical location and site of the Gulf countries which provides a link between the sea route to India and the overland route to the continent of Europe (Fenelon, 1978). Moreover, further progress emerged from the determination of the President to encourage the ties that bind the all seven emirates together and also from the conviction that they were all part of one state and family (Luomi, 2009). Despite the unison, there were no practices as a federation, but rather, the closeness and ties of family relationships were instrumental in encouraging the founding of a federation (UAE President, Sheikh Zeid Al-Nahyan, 2000).

The UAE has a unique location, which has its advantages and disadvantages. The emirates lie within latitudes 22–26° North and longitudes 51–56° East. The weather is sunny and warm, with temperature averages of 25°C between October and April; it is cool at nights with temperature averages of 14°C. High temperatures up to 49°C and high levels of humidity are common between May and August. The UAE occupies the south of the Arabian Gulf and has a shorter north front on the Gulf of Oman, which makes its location significant from a strategic and an economic perspective (Abdul Salam, 1978), but could be a disadvantage making the country prone to different natural and man-made hazards.

From the south and the west, the UAE is bordered by the Kingdom of Saudi Arabia (KSA), whilst Oman borders the UAE from the east. The UAE has an area of the Musandam Peninsula that commands the straits of Hormuz. All of these are factors that facilitate trade and economic activities. As shown in Figure 2.3, the seven emirates are concentrated around the Arabian Gulf and Gulf of Oman, indicating the security, economic, and management tasks and demands the UAE is responsible for. This makes the federation of emirates one of the most unique federal unions. The UAE makes efforts to ensure it continually attains a level of balance and stability.



*Figure 2.3: Map of UAE*

The area of the entire country covers 82,600 square kilometres, including many islands (UAE Year book, 1998). Islam is the religion of the country, and the official language is



Arabic. The seven emirates of the UAE differ greatly in size, population, and economic factors as follows:

**Abu Dhabi:** It is the capital of the country, covers approximately 85% of the territory, and also has most of the oil wealth.

**Dubai:** It is the next largest emirate after Abu Dhabi. It has been involved in trade for a long time, even before the alliance. Dubai is a well-respected trade and business centre worldwide.

**Sharjah:** It is the third largest emirate in terms of population. Sharjah covers approximately 2,500 square kilometres and has the largest amount of natural gas reserves compared to other emirates.

**Ras Al Khaima:** It covers an area of approximately 1,700 square kilometres and is situated on the north border on an enclave of the Gulf of Oman. It occupies the tip of the Musandam Peninsula. It is involved with trade and agriculture. Before the alliance, it was the capital of the Al Qawsim union which fought against the British army in 1809.

**Fujairah:** It is the fifth largest emirate in area and population size. It covers an area of approximately 1,200 square kilometres, and it is the only emirate confined entirely to the eastern coast of the country.

**Ajman:** It is the smallest emirate in area and population size, covering 260 square kilometres. It has no natural resources.

**Umm Al Quwain:** It is another small emirate, covering 775 square kilometres. It is similar to Ajman and is on the coast. As part of the federal rule, each emirate has the right to organise its internal resources and affairs and to establish and implement some laws which should comply with the constitution. The emirates' constitution gives each emirate the right to make agreements with any other emirates within the region of the general constitution (Pattik, 1986). This responsibility brings a kind of diversity reflected in all aspects of life in the emirates.

With this background in mind, it is worth thoroughly assessing the structure of the political system of the emirates, the issues that have had direct effects on the progress of the government, and the issues that have had indirect effects on development of the government and impacted public relations in the country. The UAE has witnessed quick

growth, which has resulted in fast social changes that have impacted on daily life in a positive or negative manner. The UAE has progressed to a modern society in a short period of time, progressing from an economy that depended on fishing, pearl trade, and farming to a global economy, and progressing from illiteracy to varying educational levels, from a simple to a multi-part society, and from a desert country to a green oasis.

There are varying issues and factors that have contributed to these changes, but a key factor is the income from petroleum which has brought about a very solid economy. Communications (including telecommunications) and transportation have also contributed to these changes by enabling people to adapt to the latest technologies, including direct satellite broadcast, digital communication tools (i.e., social media, internet, etc.), and communication with other cultures. Communications with people from different cultures, different languages, different communities and other factors have had a direct impact as stimulants of the social changes in the country.

#### **2.4.1 Structure of the Public Sector**

The political system of the country is unique and can be traced back to the nature of the union of the emirates as explained in previous sections. There are three structures of government under the provision of the federal constitution, namely, the Federal Supreme Council (FSC), the Federal Council of Ministers (FCM), and the Federal Nationwide Council (FNC). The FSC consists of the seven emirate leaders, and it is considered to be the highest decision-making body of the country. To confirm and permit a decision on vital matters, the decision must be passed by a majority of five, including Abu Dhabi and Dubai. The FCM is defined in the constitution as the administrative authority for the federation.

The head of the FCM is a Prime Minister selected by the President in consultation with colleagues on the highest council. The FCM includes ministers for each emirate. The ministers are selected by the Prime Minister from any of the federation's component emirates, although, the more populous emirates have generally provided more participants to each cabinet. The FNC has 40 members selected from all emirates on the basis of their population, with eight from Dubai and Abu Dhabi, six each from Sharjah and Ras Al Khaima, and four each from the remaining three emirates. The FNC is presided over by a speaker who is elected by FNC members. The FNC performs advisory tasks under the constitution and is responsible for adjusting, inspecting, and amending all

proposed federal legislation. Members of the FNC are authorised to call and to query any minister regarding ministerial issues. One of the primary duties of the FNC is to discuss the budget and annual financial plan.

The clear distinction between the three government structures influences the public-sector organisations and departments responsible for upholding the vision of the UAE. The structure also influences the leadership system, as mentioned, and the communication between and across the structures. An understanding of this structure plays a role in understanding the change management process and the commitment to a strategic approach. Although the three-structure government appears to be very hierarchical and top-down in approach, each structure level is consultative with council members who ensure that appropriate decisions are made in the best interests of changes required and of process in the country.

Due to the time factor and to prevent repetition, a single case study of the MOI is assessed in this study. Given the lack of empirical data on the public sector in the UAE, focus is given to a single organisation which has responsibilities for other public-sector organisations. The rationale for limiting the scope of this study to the MOI is based on the understanding that a successful change process in the organisation will have ripple effects on other public-sector organisations, and that a successful change management framework in the MOI has the potential to be a model for other public-sector organisations to use.

Therefore, change management in the public sector remains the main focus of this study, although references are made to other corporate organisations for context where more examples are available and relevant. The scope of this research is limited to change management and key drivers for strategic change management using the case study of the MOI in the UAE. The research scope is limited to these areas due to the rationale for conducting this research (see section 1.4) and the potential of this study to contribute to knowledge and practice in the field of change management.

#### **2.4.2 History of Change Management**

Traditionally, change management in UAE organisations has focussed on executives and their deputies. The historical background of the UAE shows that change has been transformational in helping the country to navigate the challenges of different

generations. Jones et al. (2004) describes transformational change as being based on the following principles of change:

- systematically address of the human side to change
- identify that change begins at the top yet actually happens at the bottom
- realise that reality and faith can assist in creating a vision
- create ownership
- engage in communication
- assess culture and prepare for the unexpected

These principles form a strong foundation for effective change management. The UAE, however, tends to struggle a little with creating ownership because most of the change process is implemented at the bottom by foreigners. Aguirre and Alpern (2014) argue that involvement of all organisational layers and actions into new ways of thinking is another principle of change management. Whilst slight differences exist between the principles mentioned by Jones et al. (2004) and Aguirre and Alpern (2014), the basic information given is the same. From a comparison of these two pieces of literature, it is clear that cultural management, acting from the top, and ownership all form the basis for the effectiveness of any change management process.

The UAE has tried to adhere to all principles through its three-structure government and the public-sector organisations responsible for implementing change at the bottom structure. The UAE uses the government or leadership structure as a strategy for change management. Being a top-down leadership system, emphasis is placed on strategic change management influenced by the vision of the country, and is managed through a leadership mandate, but implemented at the lower level of the government. According to Nickols (2010), the choice of a change management strategy depends on various factors which include the following:

- the population
- the degree of expected change
- the level of resistance to change
- the time frame available for change
- the expertise required to accomplish the change
- the risks involved in making the change and the dependency level expected during the transformation

Though each of these factors is essential, the different types of change management strategies can only be effective when applied after considering all of the aforementioned factors and confirming their suitability (Nickols, 2010), because these factors indeed play an important role in determining the extent to which transformational change activities can be achieved.

Whilst researching change management in Dubai, Makharita (2005) found that the path of change in Dubai's public sector began from within a sector that was characterised by massive cultural diversity. Due to the cultural differences in the public sector, loyalty in operations was connected to job stability and income level. Moreover, ownership in both the sector and the specific organisations within the sector was limited. Also, despite Dubai's economic and political stability which made attracting high levels of investors possible, the response to change was reactive and very slow. Dubai's vision for change and development includes strategic ideas. However, it appears challenging to transition strategic ideas when an organisation undergoes change (Makharita, 2005). Therefore, a vision needs to be considered in view of the change required and the change procedure.

However, it is unclear how Dubai incorporated the UAE's vision for 2030 into the change procedure and the management of people who implemented change or the strategic ideas. Despite the vagueness, Dubai began implementing change management strategies for the growth of the public sector and improved its response to environmental changes. According to the author, the Dubai public sector experienced slow growth at the initial stage due to some of the principles outlined above (i.e., the degree of expected change, the time frame available for change, and the expertise required to accomplish the change). Whilst these factors motivated the need to seek help from overseas and attracted foreign investors to the emirates, change management strategies were not given the level of attention required for the magnitude of change undertaken by the government.

The study in Dubai has shown the importance of these principles for successful change in the UAE. As it was in Dubai, the slow and reactive response to change in the UAE has been due to its cultural diversity, which has not been used to the advantage of its public (Makharita, 2005). Similarly, without sector ownership, it was impossible for change management to be effective (Cerniauskien, 2014). It is the position of the researcher that strategic change management has a lot to do with constant decision-making and involvement of top management tiers because the environment is dynamic, especially in the public sector.

Al-Ameri (2013) believes that the origins of change in the UAE public sector include technological inventions, restructuring, and globalisation. The UAE, like many other developed or developing countries, has experienced change in various aspects of human lifestyle and business (Al-Ameri, 2013). Due to these changes, work experience amongst employees in the public sector has also changed over the years. However, public-sector employees are resistant to technology-driven changes for various reasons such as power loss, work overload, and lack of appropriate employee reward schemes (Laumer, 2011). From these points, it can be affirmed that strategic change management in the UAE's public sector must involve plans for managing the resistances experienced in light of technological changes.

#### **2.4.3 4th Generation of Government Excellence System (4G)**

Change management, motivation for change, and evolution in the UAE can also be linked to the concept of the 4th Generation of Government Excellence System (4G). Indeed, some of the recent changes made in the UAE's public sector have been influenced by the introduction and application of the 4G. The 4G ultimately aims to raise awareness of the principles of excellence amongst all government sectors, especially in leadership, to ensure that a stimulating and supportive work environment is created using various channels and methods. This objective is intended to be achieved through the media, libraries, seminars, newsletters, and trainings. The system's changes have led to various impacts on the UEA's public sector.

Currently, strategic planning, which is an element of strategic change management, has been widely applied in the UAE, particularly in Dubai. This is in accordance with studies aimed at advancing the theory of planned change as an essential resource in change management. According to Shirey (2013), the planned change theory can be used as a people mobilisation tool in ensuring effective change management in organisations. Through organisation of programmes such as the 4G, the concept of planned change is applied towards change management effectiveness. Recently, the Vice President and the Prime Minister of the UAE declared the 4G as a plan of a strategic change management in order to promote the government's performance in the direction of excellence in its service supply.

The programme includes specialised subprogrammes aimed at offering training to professionals to enable dissemination of information amongst them. Areas of training will

be operations, knowledge management, and management and planning. The 4G system is a programme based on ensuring that the objective of successful performance of the government is attainable. During the programme's launch, the Vice President of the UAE asserted that excellence needs to be considered as a challenge. Besides being focussed on results, the programme also ensures that the government bodies applying it receive a benefit or incentive for their efforts and achievements as well as that both privacy and differences are considered in all work activities. From this point of view, it can be assumed that such a programme can be implemented to increase change management in the public sector (Sheikh Khalifa, Government Excellence Program, 2015).

Considering the objectives of the programme and the methodologies that have been adopted to help achieve these objectives, it can be supposed that the 4G is a potentially effective change management strategy (Sheikh Khalifa, Government Excellence Program, 2015). However, despite the 4G's objectives and methodologies, public-sector organisations have differed in their performance. Some have struggled due to factors like the time frame available for change and the expertise required to accomplish the change, whilst others have appeared to be impacted by the risks involved in making the change and the dependency level expected during the transformation. To allow for examination and better understanding of these struggles and impacts, this research uses one of the UAE's major public-sector organisations, the MOI, in its case study.

## **2.5 Change Management in LEA**

The Ministry of Interior (MOI) is one of the most important establishments in the country. As mentioned in Chapter One, the MOI is the organisation or arm of the UAE Government that oversees the agencies, departments, and units responsible for safety and security of citizens and expatriates in the UAE. In short, it is the highest-level LEA for the country. It was established with the formation of the federal state in December 1971, and the burden on the MOI has significantly increased since the UAE's establishment due to the nature of threats in the region and in the world. This burden can also be attributed to the MOI's important and effective role in contributing to increasing stability and security (Alzaabi, 2012). Figure 2.4 shows the structure of the MOI and the relationships between its agencies, departments, and units.

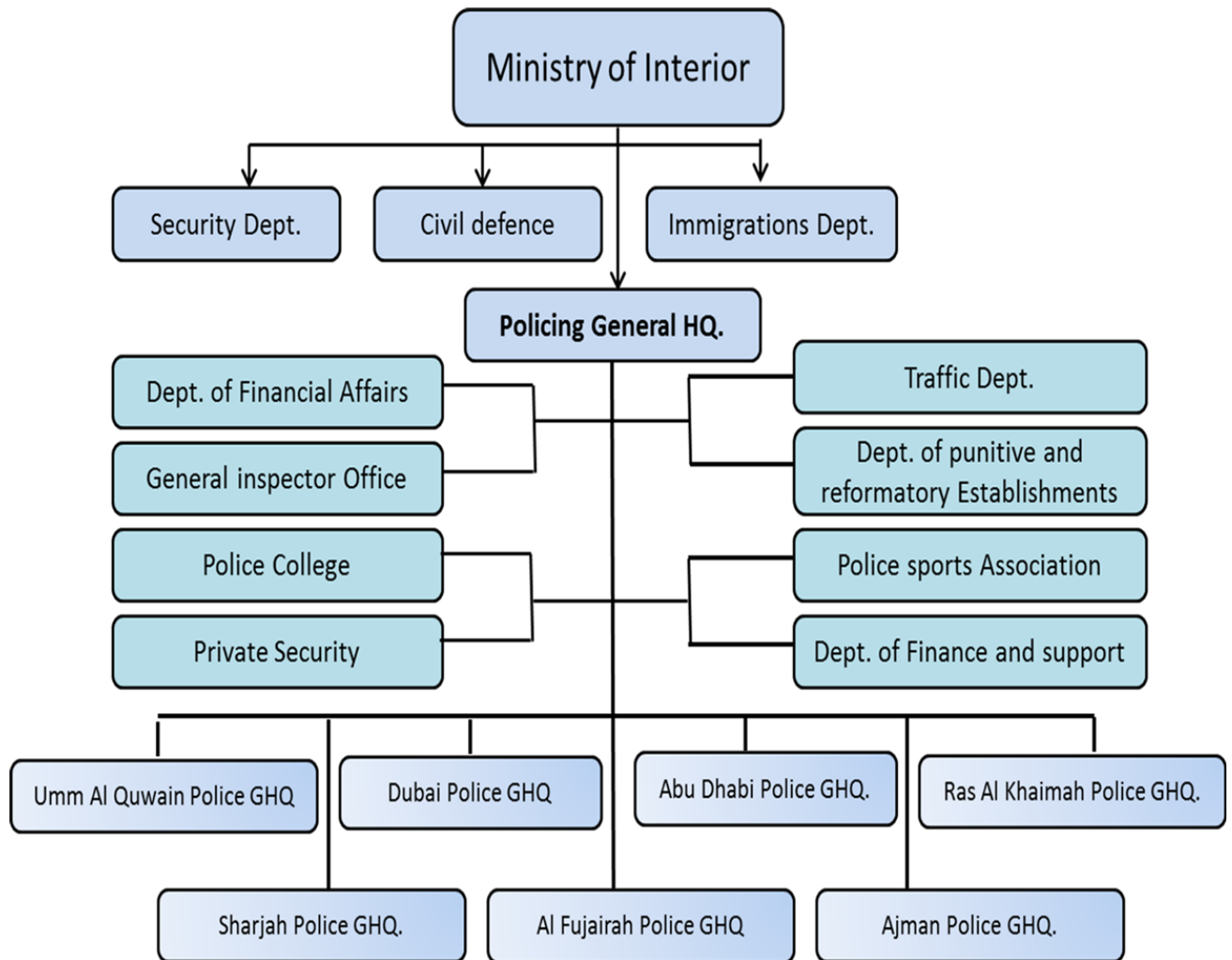


Figure 2.4: Structure of LEA in UAE

As shown in Figure 2.4, the MOI has four key departments each responsible for different aspects of law enforcement: Security Department, Civil Defence Department, Immigrations Department, and Policing General HQ. The Security Department is responsible for regulation, public safety, and internal affairs, whilst the Civil Defence Department leads the social order, education, and awareness campaigns of the MOI. The Immigrations Department covers policing services related to border and people control and protection, whilst the Policing General HQ supports compliance is the primary contact for incidents. As shown in the diagram, different responsibilities are facilitated by the MOI through Policing General HQ, whilst Policing General HQ also directly facilitates the compliance of UAE law in all seven emirates through its subsidiary police units.

The UAE has unified its LEA so that all police units in the country are embedded in the overall LEA structure rather than allowing each Emirate law enforcement to operate in



an independent manner. Above all, the key duties and responsibilities of the MOI include policing, national security, safety, public administration, supervising local governments, elections, and other duties. The values, duties, and responsibilities of the MOI are underpinned by the Arab tradition and the country's religion. The MOI continually works to achieve its targets under the power of the federal state. Due to the level of progress and development in the UAE, the responsibilities carried out by the MOI in terms of policing have increased (MOI, 2015). Through appropriate planning, it founded a new police force with the required skills to ensure national security and safety. To enable the formation of the police force, the MOI focussed on the following themes:

- 1) Understanding the requirements and needs of all communities
- 2) Standards and principles that govern society
- 3) Innovation and modernisation
- 4) Efficiency and effectiveness

The MOI has used noteworthy efforts to communicate and achieve the above themes. With the rapid rate of development, the UAE became a hub for investors and traders and an allurements for foreign workers and expatriates. Although this is positive, the resulting mixture of cultures, nationalities, varying interests, and tendencies could be exploited by criminals and contribute to an increase in crime rate (UNCTAD, 2014). Furthermore, security in the UAE has become more critical due to the following factors:

- Strategic location: The UAE is the regional commercial centre for North Africa, the Middle East, and beyond.
- Large expatriate population: One of the most important trade systems is in the Gulf region, so the UAE attracts investments from across the world.
- Economy: Although global economy is in decline, the UAE economy continues to grow, and the non-oil sector in the country makes up nearly 71% of the GDP.
- High investment: There is a high level of investment in social infrastructure, business, services, etc. The growing population also contributes to investments in tourism and construction.
- Cybersecurity: This is one of the most important issues for local industry and government departments.

- Innovation: There is always rising demand for advanced or innovative products and services.

Although the MOI is facing great challenges, it must continue to explore new methods for establishing innovative and appropriate means of exchanging ideas with several sections of society in order to achieve the objectives of its role and responsibilities as well support its members and address their varying needs strategically and appropriately. Hence, community relations will remain a focal point for strategic thinking and proffering solutions. As previously indicated, this case study has been selected to investigate and potentially develop a framework for strategic change management in the MOI which will enable the ministry to make further improvements in its managing challenges that may threaten the change process.

Part of the UAE' Vision 2030 programme is seeking to ensure that high satisfaction levels of services are achieved in the public sector. In previous years, the general development noted by the UAE is the MOI's increased responsibilities, but this development is associated with a vague, and in some cases, evolving change management approach. The MOI is responsible for the safety of all sectors in the UAE. However, achieving security in all these sectors whilst facing several challenges resulting from the continuous political and economic changes seems rather daunting. Consequently, the MOI needs to deliver its responsibilities as well as have a clear strategy during change, thus the motivation for this research to identify key drivers for strategic change management as well as elements that ensure the development of human resources that are independent and not dependent on external actors.

### **2.5.1. Strategic Change Management in LEA**

The efforts of the UAE Government and its LEA are thus far commendable in view of future development goals and achieving the objectives of 4G. It can be inferred from the previous sections that the drivers of change management in the UAE's public sector, and in the MOI in particular, include the 4G and the overall goal for achieving excellence in public safety. However, the impact of these drivers and the extent to which they influence change undertaken by the LEA is unclear.

As previously mentioned, the key drivers of strategic change management are competition, diversity of the user, legislation, technology, and finance. Although some of these key drivers have been referenced in the MOI and its change management approach,

it is unclear the extent to which these key drivers enhance change management and contribute to achieving the objectives of 4G. As explained earlier, certain factors affect the implementation of strategic change, and five key drivers are instrumental in advancing it. It is therefore important to assess the MOI to determine which factors affect the implementation the most and the key drivers that have advanced its efforts so far.

### **2.5.2 Drivers of Strategic Change Management in LEA**

The impacts of the key drivers of strategic change management identified earlier in this chapter (see Table 2.2) indicate that drivers are required for organisational growth amidst change process and drivers make change steps recognisable (Aupperle & Karimalis, 2001). Therefore, if any driver exists in the MOI, it will be evident in light of its change steps, change process, and change management.

For instance, competition is identified as the first key driver that provides motivation to implement innovation and change practices (Solomon, 2001; Baker, 2007; Cunningham et al. 1997). In the wider UAE context, competition may be considered as a motivation to implement the 4G objectives, however, competition is not identified in literature as one of the drivers for strategic change. The overarching motivations for change in the UAE LEA are the 4G objectives, and the need for the organisation to carry out its duties and ensure safety and security of the public. The second key driver, diversity of the user, as explained by Baker (2007), gives a richness of thinking and attitudes to the change process. It also helps in integrating organisational change efforts so that successful organisational change can be achieved and enhanced. Diversity is perceived to be operational in the MOI based on the different departments and specific operations of each department. Each department is equipped with the necessary human resources that include foreign experts and other individuals with mandate for change (Al-Nasser & Behery, 2015). This implies that change initiative is well supported in MOI through resource support, but commitment to sustaining change beyond change initiative is not clear.

Baker (2007) also mentioned legislation as a third key driver of strategic change management. Legislation is a tool Metz and Kulik (2008) consider an essential part of LEAs and their ability to enforce compliance. It is used as a method of enforcing ambitions of government and organisations and to ensure that rules and changes are adhered to (Murphy, 2015). As 4G is a government mandate for all public and private

sector organisations in the UAE, it may be classified as a policy. Although no reference is made to any legislation which guides the implementation of 4G, save for its objectives, principles and mode of operations, 4G may be considered to be functioning in the capacity of strategic change management and as a method for enforcing excellence.

Baker (2007) also explained that the fourth key driver, technology, impacts on change as it can lead to a change of organisational structures, where the power of electronic communications enables a greater degree of networking across traditional boundaries and hierarchies, whilst the fifth key driver, finance, is helpful and is the factor that will take up or facilitate a significant proportion of the change process because it ensures that change is implemented as desired. Technology and finance are integral parts of the main departments of the MOI, given the nature of their duties and commitments to security and safety. For example, in their operations, the Security Department, the Civil Defence Department, and the Immigrations Department all use ultra-modern technology to communicate with different agencies as well as to investigate and detect crime and security threats (MOI, 2015).

Therefore, it is apparent that the key drivers prominent in the MOI are diversity of the user, legislation, technology, and finance. However, competition, at least in the manner in which Solomon (2001), Baker (2007), and Cunningham et al. (1997) explain it, seems to be vague, limited, or lacking in MOI. This apparent lack of competition as a key driver in the MOI is a gap, and so research is necessary because MOI may be lacking an important key driver (competition) for successful strategic change management. This gap further stresses the importance of this research which further investigates the status of strategic change management in the MOI.

### **2.5.3 Factors Affecting Strategic Change Management in the MOI**

The discussion on change management in the UAE in general and the gap in drivers of strategic change management in the MOI implies that there may also be factors that affect the implementation of strategic change management in the LEA. Factors that can affect implementation of strategic change management include communication, training, resilience, commitment to change, and resistance to change (see Table 2.1). As mentioned in the previous section, the MOI uses ultra-modern technology to communicate with other agencies. This indicates that technology is used to facilitate the change process and the interactions between the departments in the LEA, but the communication occurring

through the use of technology may or may not include the qualities that make communication an important factor.

According to Kotter (2008), Muller (2006), and Gotsill and Meryl (2007), shared communication plays a significant role in change administration, and there must be consistent and effective communication with stakeholders, including workers, so they understand the tasks and the changes required. Milis and Mercken (2002), and Legris (2006) emphasise that communication is key in strengthening attitude towards change. However, it is unclear how communication for the change process is conducted between stakeholders of change and whether it is consistent and effective in helping them to better understand tasks and changes (Austin & Currie, 2003). Additionally, the attitude of the MOI and its departments towards changes being implemented and foreseen future changes is unclear. Thus, a gap exists in knowledge regarding communication as a factor for the MOI.

Training, on the other hand, is substantial in the MOI. The ministry is committed to regular training, especially in the Security Department, the Civil Defence Department, and the Immigrations Department. In the MOI and its departments, it is evident that training is the core factor that enables officers to carry out their duties and is essential for their individual and collective development. As noted in Table 2.1, training is the foundation for constructing information on change and learning the skills required for change (Gotsill & Meryl, 2007). It helps groups of people to know and understand the mission, and as a result, enables them to effectively and confidently implement necessary changes relating to what they have learned (Williams & Williams, 2007). It can be inferred that training does influence the departments in LEA, though unclear how training help translate initiative into successful implementation of change.

The factor of resilience contributes to the acceptance of change (Maddi & Khoshaba, 2005). Developing the capacity to deal with change or cope with the change process ultimately leads to resilience and increased collaboration (Siebert, 2005; Hoopes & Kelly, 2004). However, it is unclear whether MOI employees struggle to adapt to change or if their productivity has improved as a result of 4G and its objectives. Commitment to change provides vital connections between people and change goals (Kotter, 2014; Herscovitch & Meyer, 2002). In the case of the MOI and its departments, it is difficult to determine whether commitment to change motivates the implementation of duties or the legislated duties of the officers by nature of the responsibilities of their departments. For

example, the Civil Defence Department by law is responsible for public safety, and in so doing, is responsible for firefighting and responding to civic emergencies. This department cannot by nature of its organisational duties fail to comply with change process, neither can the police department fail or refuse to commit to change. Commitment to change is mandatory by nature of the duties.

Resistance to change results in creating fear bias and anxiety or ignorance about change (Kotter, 2014; Egan, 2005; Bagranoff et al., 2002; Datz, 2002). The MOI departments are bound by top-down mandates and orders, and officers are ranked and managed based on this arrangement and structure. Thus, in a sense, resistance to change is not an option either.

Therefore, besides training, which is evident as the factor that does affect the implementation of strategic change management in the MOI, the impacts or effects of other factors in MOI departments and operations are vague. This assumption is further evaluated and justified later in this chapter where the LEA change management process is evaluated based on findings in the literature. However, following the explanations in this section and sections prior to this, it is first necessary to examine different change management models and further examine the interactions between factors that lead to successful change implementation and change management.

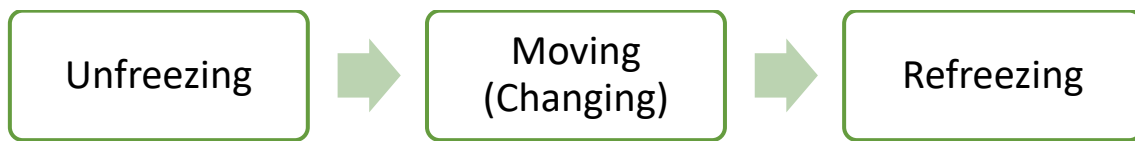
## **2.6 Change Management Models**

Different change models have been researched by different authors. Model in this sense means the collation of assumptions and factors that are linked to represent and explain the process for change in an organisation (Weick & Quinn, 1999). This section critically reviews change management models with the aim of providing better understanding of change management and identifying key elements of successful change management that can inform an effective strategic change management framework.

### **2.6.1 Lewin's Three-Phase Change Model**

The concepts of change and organisational change can be traced to Kurt Lewin. In 1951, Kurt examined the relationship between factors such as implementation, decision-making, and social change using a three-phase model to explain change management. This model focusses on the systematic approach to change and the management of psychological behaviour. He used the interactions and relationships between factors he

called unfreezing, movement or changing, and refreezing to explain the change process and the management of each phase. Figure 2.5 illustrates Lewin's model.



*Figure 2.5: Lewin's three-phase change model (Adapted from D'Ortenzio, 2012)*

As Figure 2.5 shows, interactions flow from unfreezing to refreezing. Unfreezing is explained as the process for reducing resistance to change by recognising that change is required, thus accepting the process and vision for change (Burnes, 2004). Although simple enough, the organisation's objectives in ensuring that this process is well understood is key to accepting change and in preparing organisations for change (D'Ortenzio, 2012). The unfreezing phase is crucial for implementation of change, acceptance of change, and success of the change process.

D'Ortenzio (2012) argues that it is important to understand the need to develop new attitudes that encourage change and that favour that change process. This process or phase is called the movement phase, or the moving (changing) phase. According to Burnes (2004), the movement phase relates to how momentum for change is developed and encouraged within an organisational structure and system. Once this is done, the refreezing phase then becomes necessary. This is due to the need for the organisation to continue to support, but essentially stabilise and reinforce, the new environment for change (Rees & Hall, 2013). At the refreezing phase, the organisation focusses all resources on reinforcing change in its staff and embedding the objective for change in its organisational principles and vision.

This systematic process that starts with unfreezing and progresses through the movement and refreezing phases generates two different types of forces (Rees & Hall, 2013): forces resisting change and forces driving change (Reese & Hall, 2013) Forces resisting change act against change, and forces driving change act for, or drive, change. Figure 2.6 illustrates the interactions between the forces and how they impact the steady state of the organisation.

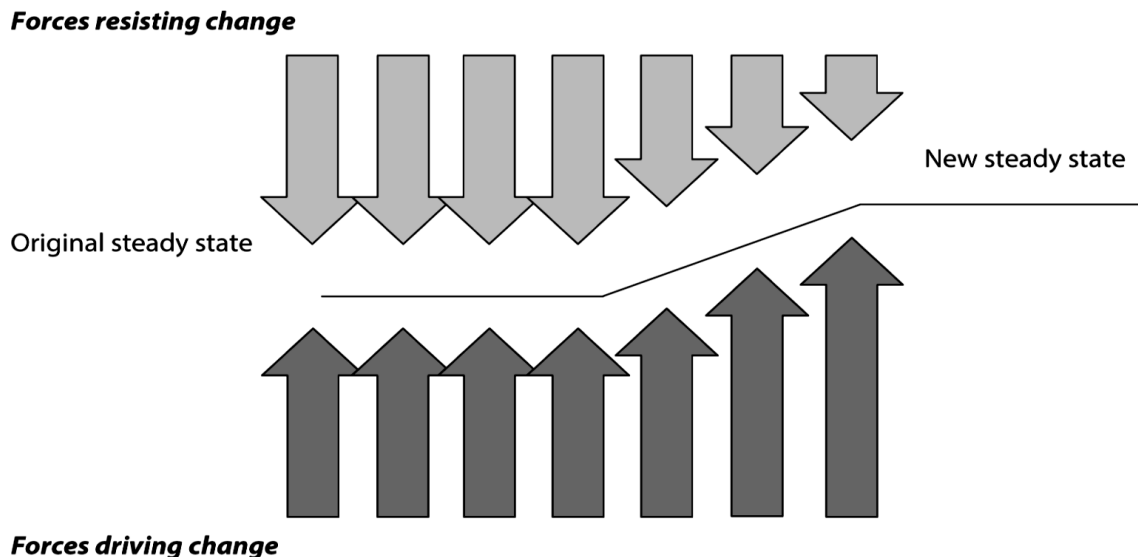


Figure 2.6: Lewin's force-field analysis (adapted from Rees & Hall, 2013)

It is important to understand the interactions between these forces and the way they affect the steady state of the organisational culture and structure during a change process (Palmer & Dunford, 2008). As can be seen in Figure 2.6, the forces driving change press upward, whilst the forces resisting change press downward. When the forces driving change are strong enough, the original steady state is shifted to a new steady state. This model indicates that there are two main forces present in a change process that change agents need to be aware of.

It can also be inferred that the state of steadiness in the organisation will be redefined after any change process. Whilst this model of change seems logical and simple enough, Lewin's model has been criticised for over-simplifying change and reducing it to a sequential linear process that fails to capture the problems and activities associated with the change process (Rees & Hall, 2013). This criticism exposes an area of change management that may limit the understanding of factors that influence organisational change management. The impact of the forces of change in an organisation suggest that change needs to be planned or at least prepared for in some manner.

## 2.6.2 Planned-Change Effort Change Management Model

Building upon Lewin's model, French et al. (1985) outlined eight components of the change process that need to be managed carefully, resulting in the planned-change effort change management model. This model is a more detailed model that comprises elements that need to be carefully managed in any organisational change management process, as outlined in Figure 2.7.



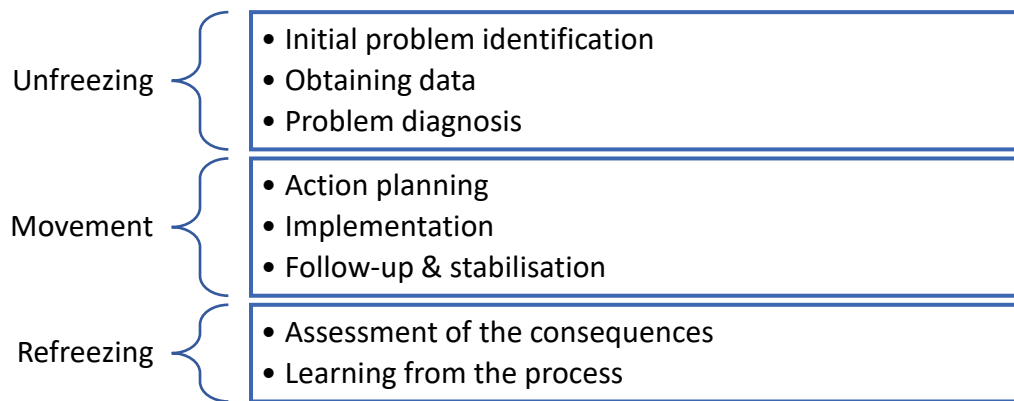


Figure 2.7: *Planned-change effort change management model (Adapted from Rees & Hall, 2013)*

This change management model improves Lewin's model by breaking each phase down into necessary components. Whilst the original three phases are still mentioned in the model, each phase now has defined components that may either cause the forces resisting change to push downwards or cause the forces driving change to push upwards. French et al. (1985) proposed that in the unfreezing phase, it is important to understand the initial problem that prompted change, to obtain appropriate data regarding the problem, and to diagnose the problem. Giving attention to these three components of the unfreezing phase informs the elements of the movement phase which include action planning, implementation, and follow-up and stabilisation.

The movement phase is built upon the success of the unfreezing phase and is also key to the refreezing phase, which comprises assessing the consequences of change or the change management process and learning from the process. Therefore, acknowledging from the outset that different factors can contribute to resistance to change and specifying that the problem needs to be identified is a major improvement on Lewin's model. French et al. (2011) argue that forces resisting change can be minimised if the strategic role of leaders is well aligned. In their work on change management, French et al. (2011) emphasise other necessary factors, namely benefit, compatibility, complexity, and trialability. Change agents or leaders wanting to implement change management need to ensure that people who may be affected by change are aware of and understand these factors.

Benefit is an important factor, as substantial advantage to the organisation and its staff needs to be demonstrated in the change process. Compatibility focusses on ensuring that the mission, the existing values, and the experiences of people and the organisation are retained and not jeopardised as a result of change. The complexity that comes with change

can hinder the change process, thus, French et al. (2011) argue that the complexity of change ought to be minimised, ensuring that everyone involved in the change process is able to understand change and implement it accordingly. Complexity can be minimised by attempting change in a step-by-step manner, thereby enabling people to carry out change activities through a gradual and steady process.

However, Fernandez and Rainey (2006) argue that although certain factors can enhance change process, communication is essential in reducing the problems that may cause resistance and complexity in the change process. Thus, whilst communication improves the change process, Rees and Hall (2013) emphasise the need to understand the interactions between steps in change management; in doing this, the change process can be well communicated to all parties. A limitation of the model by French et al. (2011) is that it does not emphasise communication, and this emphasises the importance of this research and the need to examine other change management models.

### 2.6.3 Jick's Ten-Step Change Model

The contribution of the change model by French et al. (1985) motivated development of different change models. One such change model is the ten-step change model by Jick (1993) which is outlined in Table 2.3.

*Table 2.3: Jick's ten-step change model (Adapted from Metre, 2009)*

<b>Ten-Step Change Model</b>
1. Analyse the organisation & the need for change
2. Create a shared vision & common direction
3. Separate from the past
4. Create a sense of urgency
5. Support a strong leader role
6. Line up political sponsorship
7. Craft & implementation plan
8. Develop enabling structures
9. Communicate, involve people & be honest
10. Reinforce & institutionalise the change

As shown in Table 2.3, Step 1 involves assessing the specific needs of the organisation in relation to its need for change. Step 2, which involves creating a shared vision and common direction, becomes important after this. It is then important to separate current change initiatives from previous initiatives to avoid confusion (Step 3) so that Step 4, which is to create a sense of urgency, can help to determine and attract the necessary resources for implementing change (Mento et al., 2002). Steps 5–10 are largely dependent on the leader and leadership managing the change process because they are all action plans that need to be carried out by a leader and/or group of people in the organisation. This indirectly emphasises the role and importance of the leaders or change agents, of the employees, of the human resources unit, and of the practices to ensure successful change management.

In this sense, Jick's model contains steps that balance responsibilities between leaders and other forms of organisational manpower, using resources that may otherwise make the change process more difficult to implement. Whilst a change process with a clear path is important, this also indicates that the full cooperation of all concerned parties and stakeholders at other levels other than the strategic level is important for successful change management. However, Jick's model is viewed by Mento et al. (2002) as a tactical-level model that is used for change process in organisations. Although useful for understanding the change process (Metre, 2009), the model emphasises the roles of change implementation at tactical level, and not at strategic level, as in this research.

Whilst a successful change process involves all management levels (Mento et al. 2002), the manner in which change is initiated is important and ought to be better understood. It is therefore clear that using Jick's ten-step change model for the change management process requires the full involvement and cooperation of several organisational factors such as clear organisational vision/mission, culture, leaders, and resources.

#### **2.6.4 Kotter's Eight-Step Change Model**

Another model similar to Jick's ten-step model is the model by John Kotter (1996). Kotter proposed an eight-step change model that seems to have rearranged the order in which some steps are outlined in Jick's model. A more critical review of Kotter's model shows that the eight-step model presents the lapses in the approaches taken by organisations to implement change. Kotter (1996) argues that organisations commit errors that lead to significant downsides of change management, suggesting that if change is to help

organisations to adapt to both micro and macroeconomic forces and achieve a competitive advantage, the following errors need to be avoided:

- Allowing too much complacency in the organisation
- Failure to create clear and powerful guidelines
- Restricted vision in terms of future planning
- Lack of communication in the organisation
- Failure to deal with problems immediately
- Focussing on long-term gains at the expense of short-term benefits
- Acknowledging change victory sooner than it is achieved
- A failure to firmly anchor changes in the corporate culture of the organisation

Thus, in reaction to the outlined errors, Kotter proposed the eight-step model, which may seem to be a shorter version of Jick's ten-step model, but it has incorporated learnings derived from errors that organisations make. Table 2.4 outlines Kotter's eight-step change model.

*Table 2.4: Kotter's eight-step change model (Adapted from Rees & Hall, 2013)*

<b>Kotter's eight-step change model</b>
1. Establishing a sense of urgency
2. Forming a powerful guiding coalition
3. Creating a vision
4. Communicating the vision
5. Empowering others to act on the vision
6. Planning for and creating short-term wins
7. Consolidating improvements and producing more change
8. Anchor new approaches in the culture

Although explanations of Burnes (2005) are significant for consideration, D'Ortenzio (2012) argues that a step-by-step model that provides guidance for how change ought to be implemented is crucial so that important steps are not skipped. This eight-step model

is a process that needs to incorporate errors that were identified by Kotter (1996). Even if the errors do not occur in a predictable manner, it is noticed that Kotter's change management model is designed in a linear manner. Further critique of the errors indicates that the change process can be motivated by organisational needs, and the organisation can still retain its culture and vision (French et al. 2000). In critiquing this model, it is also evident that more focus is given to the change process itself, rather than to the elements that lead to acceptance of change and enhance preparedness for change management.

### 2.6.5 General Electric Seven-Step Change Model

The General Electric seven-step change model also explains change in a linear manner, but focusses more on the role of a leader as the agent that facilitates change (D'Ortenzio, 2012). The GE change model examines the role and actions of the leader as the agent of change, thus emphasising the relevance of leadership in ensuring that the organisational vision is incorporated into the change process. Other elements of the model identify the relationships between leaders, especially those at the strategic level and in the existing culture within an organisation. According to Mentre (2009), these relationships and influences play important roles in change management. Table 2.5 outlines the GE model.

*Table 2.5 General Electric seven-step change model (Adapted from Mentre, 2009, p. 12)*

<b>General Electric Seven-Step Change Model</b>	
1.	Leader behaviour: owns, champions, role models, commits resources
2.	Creating a shared need: ensures everyone understands the need for change
3.	Shaping a vision: ensure employees see desired outcomes in concrete behavioural terms
4.	Mobilising commitment: build support, understand interests of diverse stakeholders
5.	Making change last: start it, concrete actions, develop long term lasting plans
6.	Monitoring progress: creating and installing metrics, milestones and benchmarks
7.	Changing systems & structures: staffing, training, appraisals, communications, roles and reporting relationships, rewards

As can be noted from Table 2.5, the steps in the GE model are similar to the previously reviewed models. However, Steps 6 and 7 are distinct in that they both show the monitoring process and the manner in which systems and structures are created and adjusted to accommodate change. As explained by Mentre (2009), the GE model focusses on leadership, and the ability of the steps to progress how leaders and staff demonstrate accountability makes it an important consideration for this study. It can be noticed in Table 2.4 that whilst Step 2, creating a shared need for change, is important, other steps also translate the initiative for change into successful change management.

However, the similarity between Step 2 in the GE model and Step 2 in both Kotter's and Jick's model is key to the conceptual framework that will be delivered at the end of this chapter. Though all change models have steps which are common to them all, each has brought unique contributions to this review and to the process of identifying important elements for change management. A more detailed evaluation of the change models examined in this section is provided in section 2.6.7.

### **2.6.6 McKinsey 7S Change Model**

The McKinsey 7S change model was developed for McKinsey and Company by Peters and Waterman (1982), and the model is applied by professionals and academics in the field. The model uses simple and identifiable variables that commence with the letter *S* which stands for the role of either structure, strategy, systems, staff, skills, style, or shared values in change management. The seven variables are aligned and considered mutually reinforcing to ensure that an organisation successfully implements change. The variables of strategy, structure, and systems are controlled by management of the organisation and are considered "hard" variables, whilst the variables of staff, skills, style, and shared values are impacted by organisational culture and are considered "soft" variables.

Classifying the variables as soft or hard and providing the distinction between them helps to determine how to manage and use them for change. Strategy, as mentioned earlier, refers to the organisational plan developed to help achieve and attain a competitive edge over other organisations. Structure refers to the arrangements and relations between departments and reporting lines. Systems are processes and procedures in the organisation which reveal the day-to-day activities and decisions in the organisation, especially in terms of how they relate to change and inform the change process. Shared values, according to Al-Khouri (2010), form the core values of the organisation and how they are

embedded in organisational behaviors. Style is the manner in which an organisation is managed by the executives. Style also involves the manner of interactions and the measures taken in order to ensure that the organisation effectively operates as it should. Staff refers to the human resources employed by the organisation to successfully run its affairs. Skills is equally important in ensuring that employees are competent in the organisation and are able to carry out the duties and roles assigned to them to achieve the purpose of change (Al-Nasser and Behery, 2015).

Whilst the 7S model seems simple enough when considering and operating variables individually, when the variables are combined for the change process, it may be challenging to monitor the application and impact for change process. In applying the 7S model to the MOI, it appears the ministry may be doing well in using hard variables in the change process, but may be neglecting most of the soft variables, such as staff, skills, and style. In the UAE, neglect of these three variables is evident from the commitment of the country to recruit only experts for key positions in the MOI, and from the fact that change agents are not generally recognised.

#### **2.6.7 Evaluation of Change Management Models**

The explanations in this section have indicated that change management is a process that entails steps that influence the process and ensure that successful change is implemented. However, the review of models by Lewin and French et al. published in 1985 and 2011 respectively indicates that there are forces that may hinder or drive change process. It is therefore essential to identify the driving forces that are present in any organisation in order to maximise their impact, especially if the forces are driving the change process. Likewise, it is important to use the steps for change process to eliminate forces of resistance that may be hindering successful implementation of change.

In addition to this, the role of leadership in the change models examined is significant. The critique of change management models also confirms that leadership plays an important role in initiating and facilitating the change process, however most models focus on the tactical-level leadership roles, and not on the strategic level as intended in this research. Regardless, it can be understood that successful change management is facilitated by the influence of leadership and leadership's ability to engage with staff and interact with other factors that may influence or hinder change.

Acknowledging the potential influence of external and internal factors on change highlights some of the essential elements for successful implementation and monitoring of the change process. Consequently, models by Jick and Kotter affirm that assessment ought to be conducted so that problems that may hinder change process within the organisation are identified and analysed before fully commencing the change process. French et al. (2011) urge that complexity, trialability, compatibility, and benefits are taken into consideration as factors for assessing and analysing the progress of change and the impact of change on staff and leaders involved in the change process. This is because the environment in which change is implemented can be challenging if not complex.

For instance, the expertise of foreigners is welcomed in the UAE, and especially in the MOI, because they possess skills and styles which differ from those of Emiratis, thus foreigners lack the same level of commitment required for implementing change (Baddah, 2017). This relates to an issue of compatibility, though in some cases the issue of compatibility may not affect the entire organisation system and the implementation of change, and in some cases it may. As observed in the MOI, the attitudes of staff, especially Emirati staff, and the styles used are influenced by the culture and a sense of obligation, rather than being based on the understanding, urgency, and vision of change explained by Kotter (2007). Meanwhile, foreign experts are influenced by understanding and urgency and vision of change because they are usually on a fixed contract to complete certain tasks, missions, or duties.

Therefore, change is driven by few who understand change outcomes and led by few change agents (Asaad et al., 2015), rather than being driven by the combination of soft and hard variables of change and shared values, as explained by Al-Khouri (2010). Whilst locals are gradually being trained to learn the skills required for change, more needs to be done in ensuring that all soft and hard variables are incorporated and institutionalised as a necessary culture for change in the MOI. The hard variables appear to be strongly positioned and used to initiate change (Peters & Watreman, 1982), but more needs to be done to address the gaps and barriers to change and strategic change management in the MOI. There is a need for a more robust framework that can facilitate and sustain the strategic change process, especially in ensuring that a strategic change management framework is used as a transformative tool for sustaining change in the MOI.



Whilst most of the change management models examined in this section followed a linear process, Osborne and Brown (2005) argue that it is important for organisations that embark on change to consider change as a constant and continuing process and phenomenon. This does not imply that change must follow a cyclical pattern and cannot follow a linear process, but it does suggest that change management needs to be considered as a process that requires careful consideration and continuous assessment in considering forces and factors that may hinder change or enhance change management. Whether there are human forces in the form of actions taken by leaders or behavioural forces in the form of people's resistance to change, in the interest of ensuring a successful change process, it is key to identify problems that may be associated with the change process and to tackle them appropriately.

## **2.7 Main Elements of Change Management Process**

The previous sections have provided an overview of the more recognised change management models and frameworks found in the literature. These models are Jick's ten-step change model, which is more tactical, Kotter's eight-step change model, which is more strategic, and the GE model. When comparing the three models, it is difficult to select one, as all models have significant advantages and disadvantages. However, each model offers a useful guide to understanding and implementing the change process within an organisation.

Although the models emphasise similar elements that may be essential for strategic change management, their specific views of the change process differentiate them from each other and represent unique organisational change contexts. For instance, all three models require the creation of a vision of the expected change and highlight the need to strengthen and institutionalise the change. However, Kotter's and Jick's models focus on the importance of communicating the vision and ensuring stakeholders are involved in the change process, whilst the GE model focusses less on communication and considers communication as only one element of the change process and structure that may facilitate change. Furthermore, both the GE model and Jick's model suggest that leadership has the main role in the change process, whilst Kotter's model emphasises the need to construct a powerful alliance to inspire teamwork. Jick's model and the GE model both place emphasis on changing systems and structures, whilst Kotter's model demonstrates that

such changes are a part of any effort to consolidate improvements and harvest more results.

Kotter's model is designed at the strategic level of the change management process and its recognised themes are based on research conducted in over 100 organisations. It suggests that the documented factors are those that must be thought out well before any change can be implemented. Kotter's model focusses on the common factors that have successfully demonstrated change. The steps in Jick's model, on the other hand, are designed to guide the implementation of change on a tactical level. This model demonstrates that the change process is a continuing process of innovation and is a mixture of art and science. Jick's model highlights the need for resilience in every organisation.

The GE model concentrates on a comprehensive and formal, linear, step-by-step process, highlighting the essential steps necessary for change. It is structured in a way that ensures each task is performed successfully. The use of checklists is to ensure that no essential steps are ignored. In the GE model, the process is the key to consistent success. Overall, these models have lots of similarities and slight variations; however, the models provide valuable insights into the change process and provide guidance for anyone considering making changes within an organisation.

As the aim of this research is to develop a strategic framework for change management in organisations in the UAE, and specifically in the MOI, it is important to examine the elements of these change models and compare them in order to identify the key elements which affect change management. Therefore, the common elements between the models have been selected and will be used as a conceptual framework and working directory for the study. This will enable the establishment of a conceptual framework for change management in the UAE. The common elements on which the conceptual framework will focus are outlined in Table 2.6.

*Table 2.6: Main elements of change management process*

<b>Process of Making Change</b>	<b>Sites/References</b>
Analyse the organisation and the need for change	Jick, 1993
Create a sense of urgency	Kotter, 1996; Jick, 1993
Build a guiding coalition	Kotter, 1996; Jick, 1993; General Electric (GE)
Form a strategic vision and initiatives	Kotter, 1996; Jick, 1993; General Electric (GE)
Communicate the vision	Kotter, 1996; Jick, 1993.
Empowering others to act on the vision	Kotter, 1996; Jick, 1993; General Electric (GE)
Generate short-term wins	Kotter, 1996; Jick, 1993
Consolidating improvements – producing more change results	Kotter, 1996; General Electric (GE)
Anchoring new approaches in the culture	Kotter, 1996; Jick, 1993; General Electric (GE)

These elements are considered the main elements of change management which would play an important role in assessing the status of change management in the MOI. In addition to the elements listed in Table 2.6, the variables in McKinsey's 7S change model are also important. Strategy, structure, and systems are essential in creating an environment for change. Furthermore, soft variables are required for enabling the whole organisation to change and engaging the whole organisation in change, whilst both hard and soft variables are required for sustaining change. These elements are further examined in the next section.

## **2.8 Evaluation of Elements**

The elements identified from different models examined are important to developing a conceptual framework, hence the need to evaluate their contents in relation to this study.

### **2.8.1 Analyse the Organisation and the Need for Change**

In order to successfully manage an organisation, information on the following issues is important: environment, leadership or authority responsible for change, weaknesses, changes, and implementation challenges. Analysing the need for change in any organisation requires a tactical approach which may not necessarily be conducted at strategic level. Regardless, analysis can be used to assess the need for change, to justify why change is occurring, and to guide when implementing change. Analysing the need

for change can also be used to evaluate the ongoing change process in the organisation. This element can be used to demonstrate that change is an ongoing process. It is important to ask questions at each step, and these questions could often overlap (Jick, 2003).

### **2.8.2 Create a Sense of Urgency**

Change may be met with resistance (Rees & Hall, 2013). The planned change must be communicated in such a manner that it shows the need to implement change sooner rather than later. Demonstrating a sense of urgency is vital to change management, as if there is no urgency for change, it is less likely that change will be successfully implemented. This can result in people doing what they have previously done without the desire to change (Doseck, 2015). Kotter (2014) suggests four tactics for establishing a sense of urgency:

1. **Bring the outside in:** culture decreases urgency of change, so bringing in the necessary support to make change a success may help people deal, and cope with change so that the intended goal of change is achieved.
2. **Act with urgency every day:** Managers and leaders need to walk the talk and should be leading by example to create and maintain a positive, flexible, and answers-driven organisation.
3. **Finding the opportunity in crisis:** When emergency arises, management can use it as a chance to learn, act, and develop.
4. **Deal with the Nos:** Talk to those who are always working hard to obstruct change.

The current direction in change management in the UAE at the state level and federal level reveals a sense of urgency on the part of government to regenerate a public service that is able to withstand continuity and change. This trend or change pattern was influenced by policies and directives introduced to the entire public sector. However, the intention for change is generated on the basis that it is only through change that the UAE's public sector will be able to keep up with the challenges of a rapidly changing world.

It is also worth noting that some public-sector employees would need to modify their thinking and practices to enable them to adapt to responding to the changing requirements and expectations of the government. Urgency, as the principal element of the change management process, leads to the second element: build a guiding coalition. Building on

the foundation of urgency can help in recognise what, why, and how issues will enable building a guiding coalition (Doseck, 2015).

### **2.8.3 Build a Guiding Coalition**

Introducing change to any organisation, no matter how minor the change, may commonly lead to some form of opposition. To guarantee success of introducing change, the creators of change will need strategies to manage any resistance to change. This can be achieved by forming a powerful coalition of managers to work with the most resistant individuals (Kotter, 1996; 1998). Kotter (2014) concluded that when people make large scale changes successfully, there is always a “guiding coalition” driving the process. Major organisational change needs a team of people powerful and responsible enough to give validity to the idea that the change is important. This team forms the guiding coalition and should have a similar level of belief in the change and a shared objective.

The guiding coalition is not the same in every organisation. However, the people who make up the guiding coalition should have some common characteristics. These characteristics include being a senior management or key authority figure, being able to identify barriers to change and provide solutions to overcome the barriers to change, being able to build relationships with key stakeholders, and so on. The guiding coalition is also involved in setting direction for the change, identifying choices, and making judgments about where energy should be focussed as well as gaining support and resources from all parts of the organisation (Hoffman, 2012). Depending on the organisation, the number of people on the guiding coalition could range from 2 to 30 or more. If the organisation’s guiding coalition is comprised of a large and diverse group of people with appropriate skills, it is more likely to act like a powerful engine and drive change (Kotter, 2014).

It is significant to note that the guiding coalition is formed before final decisions about the scope and scale of change is prepared. In fact, that is one of their key initial jobs. Even at this early stage, some sense of the scope and scale starts to emerge and be discussed. If it becomes obvious that the change will likely be contentious or maybe result in job loss, some discussion should be had with the team before building a guiding coalition. Building the team is about putting together a group with enough inspiration and energy to lead the change, thereby empowering the group to work together.

The group should have the capability of developing the right vision; communicating the vision to members of the organisation and key stakeholders; removing hindrances;

generating short-term wins; consolidating improvements; producing more change; and finally, anchoring changes in the organisation's culture. It is critical for the coalition team to be committed to supporting the change from start to finish. After the guiding coalition is built, their input can be used to create the vision and strategy for change (Kotter & Cohen, 2002).

### **2.8.5 Form a Strategic Vision and Initiatives**

A change vision is based on what the organisation, department, service, or product will evolve to after changes have been implemented (Kotter, 2014). It is the picture of the desired state that change will bring to the organisation. The concept supports connecting essential steps and actions that need to occur to make the proposed change a reality. It is also important that the declaration for the change vision be simple, clear, and easy to understand (Doseck, 2015).

### **2.8.6 Creating a Change Vision**

A strong change vision should be easy to understand and delivered through written and verbal communications. Creating a vision that is easy to know and understand is vital to enabling people to make necessary connections between the current state of things and the expected outcome of change (Doseck, 2015). However, Doseck (2015) also emphasises that vision for change should be communicated through writing, be simple, and be only half a page, and if done verbally, it should be done within a reasonable time frame. In addition, feeling positive and enthusiastic about the change is very useful in moving the change forward from a concept to an actuality. The more positive and enthusiastic the audience is about the change, the more it can be expected that the change will be carried out and the vision will become the reality.

### **2.8.7 Change Initiatives**

Change initiatives are basically the actions required to move from point A to point Z. However, due to the nature of planned changes, availability of resources, etc, the steps may vary from one organisation to another. However, change initiatives need to align with the change vision. In conclusion, forming and communicating the vision and initiatives are crucial to the change management practice. During the planning phase, the vision and initiatives should be clear, specific, and defined. The delivery of the communication may differ, but the outcome of the communication should be easily understood and logically strong. The founding of the vision and the initiatives helps

management raise a large force of people who are ready, enthusiastic, keen, and quick to drive change (Doseck, 2015).

### **2.8.8 Communicate the Vision**

As mentioned in the above sections, a sense of urgency offers energy to drive change, and a guiding coalition offers the power to make change occur. A vision constructed on the basis of urgency and a guiding coalition embodies a picture of the desired state the change will bring to the organisation in the future. When a vision has been constructed, information about the vision should be disseminated and regularly communicated. Failure to successfully communicate the vision will halt the progress of change. Kotter (2014) provides the following seven pillars for communicating the vision for change:

- 1. Keep it simple:** The vision must be clear and easy to understand.
- 2. Metaphor, analogy, and examples:** Use scenarios, examples, and different communication tools, including pictures, to illustrate the aim of the vision, to illustrate what the change will achieve, and to clarify any complications. The use of varying communication tools (audio, visual, etc.) to communicate the vision increases the chance that the vision will be understood and implemented.
- 3. Repetition:** There is a need for continuous or ongoing communication of the vision using varying communication tools. The frequency of communicating the vision will potentially strengthen it further.
- 4. Leadership by example:** Leaders must play a part in the change. Living the change increases reliability and reduces opposition. Differences amongst leadership in terms of the vision and the leadership's actions will destroy the change.
- 5. Explain perceived inconsistencies:** Uncertainty during organisational change could lead to termination of the change process. Therefore, inconsistencies should be communicated in an appropriate and timely manner.
- 6. Give and take:** Communicating the vision for change needs cooperative communication amongst leaders and others involved in the change process.

For change to occur, all stakeholders need to understand the change required and the outputs or impacts of implementing change. Unclear visions and communications will

cause confusion and may disrupt change. Effective communication of the change vision helps to build the critical framework needed to implement change effectively.

### **2.8.9 Empowering Others to Act on the Vision**

This element focusses on the concept of empowering employees to act on the vision. The perception of empowerment cannot be disregarded when implementing change efforts. It is about removing any obstacles to action that will support the change effort. This allows all members of the workforce to join the change effort. Removing obstacles to change is achieved by ensuring the current structure does not hinder the vision and consequently prevent change. By supporting structures with the vision, the change process can be more effective and less time consuming.

According to Kotter (2014), education of employees with respect to empowerment has strong impact on change. Education ensures that employees are empowered and informed appropriately for change (Rees & Hall, 2013). In this sense, change efforts are seen to involve broad-based empowerment of employees. Doseck (2015) suggests that empowering employees by eliminating obstacles to implementing the change vision will allow individuals in the organisation to act in the direction of the vision (Doseck, 2015). In general, obstacles that usually arise are from the following sources:

- 1. Structural barriers:** The existing structure must align to the vision, and the organisation's existing structure must continue to support the implementation of the vision. The presence of structural barriers may create resistance, delays, or failure. If people work towards the future state but are hindered by the organisation's current structure, then this may lead to some individuals giving up. Therefore, structural obstacles should be recognised and acknowledged.
- 2. Skills barriers:** Skills are very important in building the coalition team which creates a vision for change; thus, the correct skills, approaches, and behaviours are essential for the vision to be created and trusted. Therefore, trainings are essential for individuals to practice what it feels like to implement the vision so that potential obstacles can be eliminated.
- 3. Managers as obstacles:** Managers themselves must be aligned with the vision for change. Managers who are not aligned with the vision can prevent the change from being implemented. This may be as a result of people being influenced by



their beliefs, which could be inconsistent with the organisation's vision for change. If a person at a managerial level acts as a barrier to change, the appropriate steps for managing the barriers should be taken as soon as possible to reduce the effect on the people who are prepared to take steps towards change.

#### **2.8.10 Generate Short-term Wins**

To sustain a change effort in the long term, the guiding coalition and leadership must generate short-term wins. Without some early victories, it is easy for participants to consider the change effort unsustainable. Creating short-term wins provides successful implementation of the change effort. However, these short-term wins are only effective if they have clear terms, are strictly related to the change effort, and are observable to many. A win that meets these requirements produces enthusiasm and confidence. It also serves to silence critics.

These results can be achieved by planning rather than by desiring. Kotter (2003) explained the differences between "tactic wins" and real short-term wins. The short-term tactics can only be active for a while, and managers need to maintain the future of the organisation instead of providing short-term wins today. There are many reasons behind failure in large scale change efforts, and one of the main reasons is the lack of important developments in the organisation after a period of sustained effort (Hoffman, 2012).

A short-term win is a development in an organisation that can be implemented in a few months. It is an important part of any large-scale change effort. However, an effective short-term win is not a tactic. It is an important organisational improvement. The guiding coalition should recognise realistic organisational efforts that meet all of the three principles for an effective short-term win (Kotter, 2003; Norman et al., 2005).

Guiding coalitions tend to support the allocation of organisational resources to the short-term wins. These organisational resources will comprise allocating effective managers and employees who are able to plan, organise, and implement the short-term wins. Generating short-term wins is needed to avoid the loss of energy and retain the organisation's involvement in change. Implementing key change takes time. Guiding coalitions use short-term wins to reduce organisational hindrances to organisational change. Short-term wins also decrease the resisters of change, as the wins provide real signs about the strength of the change vision.

### **2.8.12 Consolidating Improvements and Producing More Change Results**

One of the problems organisations encounter in implementing long-term changes is claiming a win too soon. Managers in organisations can destroy change initiatives by celebrating small wins excessively. Although it is vital to celebrate small wins, going overboard with celebrations can create a false sense of confidence. Kotter (2014) summarises the following five steps to implementing change programmes:

1. More reliability must be presented to change structures and programmes that do not maintain the vision.
2. The change process must be improved with fresh plans, subjects, and volunteers.
3. Senior level managers must focus on the change systems, policies, and practices that inhibit the vision.
4. Decentralisation must be employed to allow leadership to focus on important tasks and provide them with a better chance to flourish.
5. The organisation should reduce excessive interdependencies in its business.

These steps should allow companies to maintain progress with their change initiatives and to certify their success. Until changes become part of an organisation's culture, the new approaches are easily broken. In conclusion, the guiding coalition and senior leadership must combine the gains from earlier short-term wins and apply more change. This element in change prevents the organisation from slipping into self-satisfaction and removes any continuing resistance to change as well as continues the motion for change. The conclusion of this element is to use the success of generating short-term wins. However, through all elements the guiding coalition and senior leadership must retain the urgency level in height to consequence change.

### **2.8.13 Anchoring New Approaches in the Culture**

Kotter (2014) suggests that it is essential for the change to become a part of the culture of organisation in order to sustain the change. Evidence of changes must be detectable in the organisation's daily processes and procedures. Therefore, the organisation must adapt new methodologies and processes in a timely manner. For instance, sessions on train-the-trainer can be a critical issue in institutionalising the new approach to management and communication, as they help to ensure the organisation's facility to implement future change.

This institutionalising of the new methodology confirms the organisation is “living” the change and not just talking about it (Hoffman, 2012). Most of the time after change is accomplished, the organisation returns to the old approach to doing things. This occurs when the driving force for change leaves the organisation. The real key to lasting change is changing the corporate culture itself (Doseck, 2015). However, Kotter (2014) highlighted that culture is difficult to change due to the following three reasons:

1. Individuals are selected and indoctrinated very well.
2. An organisation’s culture is applied through the actions of numerous people.
3. All of this occurs without much awareness and is consequently difficult to discuss.

In summary, to ensure that change becomes a part of the culture of organisation, it is important for change outcomes to be obvious to all stakeholders. Communicating the positive impact of change will also go a long way in ensuring it becomes a part of the culture (Kotter, 2014). Acknowledging that culture is difficult to change (Kotter, 2014) is critical to this study because the organisational culture in LEAs may not change easily with any change process. This statement by Kotter (2014) relates to the deductions made by Duncan et al. (2001) regarding critical relationship links to remove cultural change barriers that may hinder change.

When analysing the organisational need for change in an LEA, the leadership also needs to establish vision whilst implementing a linkage that will help in communicating the vision for change effectively (Duncan et al. 2001). As Kotter (2014) notes, all elements within the change management model need to interact, and this is similar to the findings of Duncan et al. (2001) in the LEA in New Zealand regarding creating critical relationships and linkages for vision-implementation and vision-culture implementation in order to facilitate and sustain culture-implementation that encourages strategic change.

First stage is an important stage because it permits the formation of the strategic vision which helps all stakeholders and people leading change to understand the urgency and the need for change. Such process and formation make change in LEA a comprehensive process that involves both leadership and subordinates especially if change is to be sustainable beyond its inception, a possibility i.e. discontinued change, which is already identified to be prominent in the LEA (Duncan et al. 2001). Due to possibility of discontinued change, the next section evaluates the change process required in the UAE LEA by drawing from critical discussions already held in this chapter.

## **2.9 Evaluation of LEA Change Management Process**

Change in the LEA is important and needs to be supported by the governance system as indicated in the IAD framework in Section 2.1.1. This helps to establish the scope of change especially from a strategic point, thereby ensuring that the wider law enforcement responsibilities reflect the change being undertaken. Earlier sections in this chapter have also revealed that change in the LEA is challenging because of the generic nature of responsibilities of LEAs especially the overlapping commands, which infers that change could create contentiousness in staff and impact on performance (Skogan, 2008; Hoggett et al., 2013). Despite having frameworks such as the IAD framework to aid change process in LEAs, gaps exist in terms of a lack of strategic change management.

Whilst some argue that change in the LEA is challenging and may fail (Jacobs et al., 2006), others state that its success and sustainability is dependent on establishing critical relationships to remove cultural change barriers (Duncan et al., 2001). Therefore, the conceptual framework developed to incorporate critical elements is very important to this study, especially in evaluating the current status of change management in the MOI and in establishing effective strategic change management in the LEA. As established, change is an integral part of the UAE Government, and the commitment of the government to change through 4G is undisputed.

Change is a common and necessary part of all LEAs across the world, regardless of the challenges associated with implementing change. Like some of the cases examined earlier in this chapter, the environment in which change is implemented in the MOI remains unclear. As a result, the next few subsections attempt to further elaborate in order to determine areas of improvement in the MOI.

### **2.9.1 Creating an Environment for Change**

As indicated in the conceptual framework, creating an environment for change is essential to analysing the organisation and the need for change, creating a sense of urgency regarding change, building a guiding coalition, and forming strategic vision and initiatives. The adoption of 4G objectives as a vision and mandate for the entire UAE Government structure and system, including the MOI, demonstrates analysis of the organisation and the need for change. The need for change in the LEA is to ensure that

the organisation responsible for safety and security is up to speed on issues that may threaten the economy and development of the country.

Jick (2003) argues that analysis of the organisation and the need for change can be used to evaluate and demonstrate the impact of ongoing change and progress made. Examining or analysing change and the need for it also helps to create a sense of urgency in all LEA departments. For example, the ability to counter or prevent threats and manage risk is important not only for the MOI, but for the entire country, which creates urgency for any change process. Although Rees and Hall (2013) explain that change may be met with resistance the nature of the LEA's duties and its responsibility for safety motivates commitment to change when and where necessary.

However, discussing and assessing the MOI's strategic change management and guiding coalition for the change process revealed both to be unclear and unspecified, and the four tactics suggested by Kotter (2014) are not specified in any of the MOI documents that were reviewed. In addition to this, the vision-implementing linkage appears to be present between different government agencies, but the implementation of a vision-culture linkage in the LEA is not stated. Despite this gap, it is undisputed that the strategic vision and initiatives for change are formed through 4G objectives, and there are benefits or incentives put in place by the government to reward achievements.

### **2.9.2 Enabling and Engaging the Whole Organisation**

A framework with elements that 'enable and engage' the whole organisation consists of three components such as communication or communicating the vision, empowering others to act on the vision, and generating short-term wins, are important for the UAE LEA and any LEA. In the UAE, the concept and catchphrase of 4G exudes simplicity that enables people and organisations to remember the vision for excellence in service and goal to commit to change. According to Kotter (2014), keeping communication simple during the change process is one of the seven pillars for communicating the vision for change. Whilst the UAE can be seen to be adhering to this pillar, others pillars like using metaphor, repetition, leadership by example, and empowering others and organisations to act on the vision seem to be less evident in the MOI.

Different training and education programmes, as well as regular funding to send officers overseas to learn best practice principles in other advanced countries, are trademarks of the MOI. Kotter (2014) and Rees and Hall (2013) emphasise the importance of education,

which the MOI has committed to in understanding that it cannot totally or completely depend on foreign experts. Thus, the MOI exhibits signs of empowering its employees for their duties, their roles, and the overall change process. However, the impact of this, both directly and indirectly, on change management and especially on strategic change management, has not been documented or investigated yet. Despite this gap, short-term wins are generated by the MOI and the UAE Government. Whilst many are short-term wins, as explained by Kotter (2003), the effect of short-term wins in motivating commitment to long-term change and strategic change management in the MOI is unknown. Nonetheless, the MOI recognises that a guiding coalition tends to support organisational resources and allocation of resources to short-term wins.

### **2.9.3 Sustaining the Change**

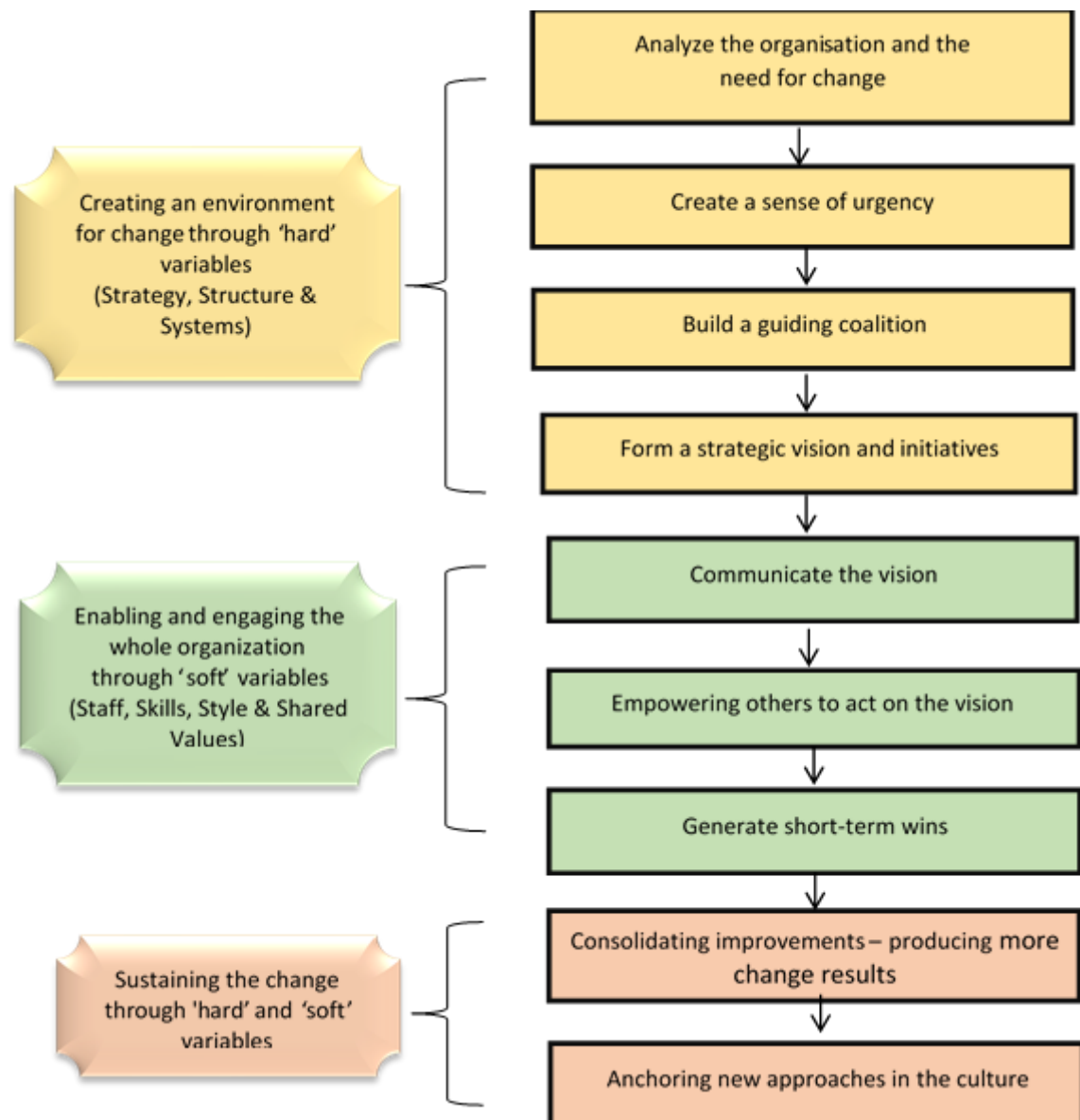
A framework with elements that may be adopted to evaluate current capacity for sustaining initiated change is also needed in the UAE. Consideration for sustaining change is important because components such as consolidating improvements, producing more change results, and anchoring new approaches in the culture enable commitment to change, thereby creating a culture that supports the change. According to Rees and Hall (2013) and Kotter (2014) these components are important for maintaining and sustaining change in any context. Kotter (2014) summarises five steps to implementing change programmes that prevent managers from destroying change initiatives. Some of these are evident in LEA, hence the confidence that a framework with elements of sustaining change is feasible in the LEA.

Senior level managers focus on important tasks and provide a better chance to flourish. This is embedded in the three-structure government, and the system facilitates this process. Change processes are also improved with fresh plans, but the interdependencies between departments in the MOI are not documented. Whilst a lot is being done by the MOI and the UAE Government, many initiatives, programmes, and assessments of strategic change impacts are undocumented. The lack of or limited empirical data in this field makes primary data collection necessary in order to successfully and objectively complete this research.

It can then be concluded that change management is an ongoing process in the UAE, and one that is well rooted in the MOI, although the impacts, challenges, and success stories of change management remain undocumented. Elements of good practice exist, but the

lack of empirical data makes it challenging to justify and constructively evaluate strategic change management in the MOI and the UAE as required in this research.

Therefore, Figure 2.8 as a conceptual framework for strategic change management implementation is designed from deductions made in this literature review to demonstrate the interactions between its change elements and those who led the process. The criteria outlined in appendix B is used to determine the elements in the figure.



*Figure 2.8: Conceptual framework for strategic change management*

Figure 2.8 shows that the first stage, creating an environment for change through hard variables, is crucial in the UAE and its MOI. This stage permits change agents to

adequately analyse the organisation and the need for change, create a sense of urgency, and build the necessary coalition between staff, experts, and other people involved in implementing, facilitating and sustaining change. A better understanding, structuring, and integration of the first stage informs the second stage, enabling and engaging the whole organisation through soft variables, which is a critical vision-implementing linkage. The first stage involves communicating the vision to others, empowering others to act on the vision and generating short-term wins that can motivate commitment to strategic change. The first two stages are key to triggering the transformation necessary for change. Change requires a good level of acceptance from staff in the organisation in order for change to succeed (Al-Nasser & Behery, 2015; Asaad et al., 2015).

The last stage, sustaining the change through hard and soft variables, leads to an environment that makes consolidation of change possible with minimal friction and resistance. Though certain processes, such as learning from change, may generate negative forces (Rees & Hall, 2013) that may discourage adoption of new culture that may facilitate change (Moon, 2009). It is possible that combining hard and soft variables as illustrated in Figure 2.8 may limit resistance to culture, thereby encouraging more changes and sustaining an ongoing commitment to change. Thus, the third stage is also a critical aspect in the strategic change management framework in the MOI and in the UAE as a whole.

The short discussion and assessment of the conceptual framework for strategic change management indicates that theoretically, it is a viable approach to transformation and sustaining change in the MOI, though its transformative measure in encouraging and sustaining change in other public-sector organisations is yet to be tested. Being aware gaps or limitations of the framework informs the conclusion and way forward in the UAE.

The effective implementation of a maintained and managed change management process relies on the key elements shown in Figure 2.8. The purpose of the conceptual framework in this study is to formulate a clear philosophy that can be used to achieve the aim of the research via incorporating change management elements that enable change management implementation. Developing a conceptual framework influences the selection of research methods and helps in determining the appropriate data collection approach.

Therefore, this framework is adopted as a directory in gathering relevant data for this research. It also is used to benchmark the UAE change process and the role of



management levels in change management in the MOI. Consequently, this study matches the results in the MOI with the elements of the conceptual framework. The next section aims to provide current information on each element to gain a deeper understanding of how these elements work and are implemented. Despite the gaps identified in this section and within this chapter on the UAE change context, it is evident that more work is required in the UAE in order to maintain, review, and sustain the vision for change, especially with the concept of 4G.

## **2.10 Summary of Chapter Two**

This chapter has reviewed and critically examined different change models applicable to this research focussing on organisational change. Through this review, certain factors that influence organisational change management (e.g., leadership, resources, dimensions, stakeholders, progression of change, etc.) have been identified. It is also clear from the content of this chapter and the change models examined that forces exist that may hinder or enhance the change process and that it is important to manage these forces as well as to manage activities and change agents responsible for implementing change.

Furthermore, essential elements of the change models examined have helped to identify factors that have the most impact on organisational change management. This chapter's acknowledgment that the change process may not follow a linear progression is one of the outstanding findings of this chapter that may contribute to knowledge as well as to this research. It also provided another perspective on the change management process in the UAE, with information on the UAE's history, political system and structure, community social changes, and MOI. The MOI's structure was highlighted and the choice of using the MOI as the case study organisation was examined and justified.

A critical evaluation of strategic change management in the MOI leading to the development of the conceptual framework using elements needed in the UAE LEA showed that gaps exist. Further, a lot of information which may provide in-depth understanding and perspective of the UAE change management environment is undocumented. Identifying gaps in previous studies also helped to establish the scope of change management in the LEA and to understand the potential barriers to successful and sustainable change in the LEA.

This chapter also noted that though studies have used the IAD framework to study and explain change in the LEA, the works of Duncan et al. (2001), Jacobs et al. (2006), Milenković et al. (2016), and Jaško et al. (2014) all revealed the challenges and barriers that make change almost impossible in the LEA. Explanations provided by these authors have helped to increase awareness, knowledge, and understanding of LEA change operations and helped to determine the elements required for the conceptual framework that is used to evaluate the current status of change management in the UAE and in the MOI. The next chapter discusses and justifies the research methodology for this study.

## **CHAPTER 3: Methodology**

### **3.1 Introduction**

This chapter provides a detailed explanation of the methodology for this study. It discusses the steps taken during research to enable analysis of data, proffer solutions, and reach a conclusion on the research problem (Collis & Hussey, 2013). This includes the analyses of the different approaches, philosophies, strategies, and data collection techniques. The chapter begins with a review of the research type and process, presenting the “research onion” as a framework for the contents of other sections which cover the research philosophy, approach, methodological choice, research strategy, and time horizon. This is followed by explanation of data sources and data collection techniques used in this research, ethical issues peculiar to the study, and details of the pilot study procedure, the study sample, and the data analysis methods.

### **3.2 Research Type and Process**

Research involves a process and steps that enable questions to be answered as required by the inquiry process (Collis & Hussey, 2013). Saunders et al. (2016) state that research can be considered as exploratory, descriptive, or explanatory. In applied research, the researcher attempts to answer certain question(s), whilst pure research is mainly undertaken in academia with the intention of contributing to an existing body of knowledge (Collis & Hussey, 2013). This research is classified as exploratory and as pure research. It is exploratory as there is a paucity of studies on change management in Gulf countries and in the UAE in particular. It is pure research as it seeks to add to the existing body of knowledge in change management. As a result, it is important to approach this research as a process that enables originality and the collection of objective and reliable data that can contribute to body of knowledge in the change management field.

#### **3.2.1 Research Process**

There are many research models that explain the research process. Saunders et al. (2016) concludes that the research process can be described as an onion with six layers, including the research philosophy, approach, strategy, methodological choice, time horizon, and data collection and analysis techniques and procedures, as presented in Figure 3.1.

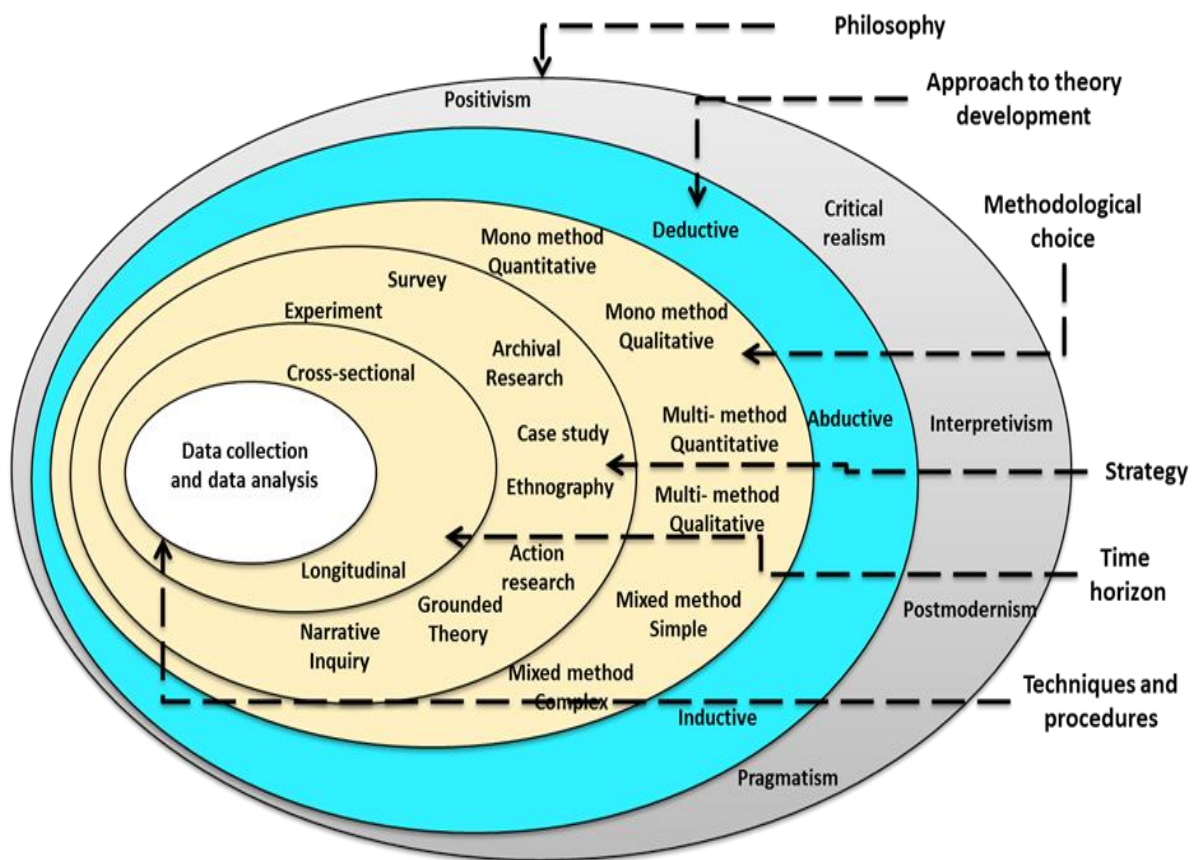


Figure 3.1: Research onion model (Saunders et al., 2016)

As shown in Figure 3.1, each layer of the research onion contains multiple options. To establish the methodology for this research in a proper context, the six-layered onion research process was adopted to justify the philosophy, approach, methodological choice, strategy, time horizon, and techniques for the research.

### 3.3 Research Philosophy

Philosophy is the first layer in the research methodology framework that a researcher must consider for any study. It is important to establish the reasoning, branch of knowledge, and perspective of reality in any academic discipline. Research philosophy may be described as a system of beliefs and assumptions about the development of knowledge, which indicates that researching and providing answers to a particular problem in an organisation as part of research is developing new knowledge (Saunders et al. 2016). Burke (2007) states that research philosophy helps to understand context. However, there is no definite order in which philosophy needs to be selected when doing

research (Yin, 2013). This depends entirely on the range and the nature of the thesis, the research questions, the data source, and the aim of the study (Collis & Hussey, 2014).

Authors like Saunders et al. (2016), Maylor and Blackmon (2005), and Collis and Hussey (2014) explain that whilst several philosophies exist for conducting research, there are two philosophies that are more applicable to research in the social sciences: positivism and interpretivism. These philosophies vary in their assumptions about the nature of reality and are formed from ontological, epistemological, and axiological philosophical assumptions (Collis & Hussey, 2014). Table 3.1 compares and contrasts the two philosophies.

*Table 3.1: Assumptions of the main philosophies (Collis & Hussey, 2014)*

<b>Philosophical Assumption</b>	<b>Positivism</b>	<b>Interpretivism</b>
Ontological assumption (the nature of reality)	<ul style="list-style-type: none"> <li>• Social reality is objective and external to the researcher.</li> <li>• There is only one reality.</li> </ul>	<ul style="list-style-type: none"> <li>• Social reality is subjective and socially constructed</li> <li>• There are multiple realities (as participants seen)</li> </ul>
Epistemological assumptions (what constitutes valid knowledge (how to obtain and accept knowledge)	<ul style="list-style-type: none"> <li>• Knowledge comes from objective evidence about observable and measurable phenomena.</li> <li>• The researcher is distant from phenomena under study.</li> </ul>	<ul style="list-style-type: none"> <li>• Knowledge comes from subjective evidence from participants.</li> <li>• The researcher interacts with phenomena under study.</li> </ul>
Axiological assumption (the role of values)	<ul style="list-style-type: none"> <li>• The researcher is independent from phenomena under study.</li> <li>• The results are unbiased and value-free.</li> </ul>	<ul style="list-style-type: none"> <li>• The researcher acknowledges that the research is subjective.</li> <li>• The findings are biased and value-laden.</li> </ul>

As shown in Table 3.1, the three philosophical assumptions of the two philosophies have differences. Whilst positivism tends to support single views on the nature of reality, interpretivism emphasises that there may be multiple views of reality. The varied ontological assumptions of the two philosophies indicate that they differ in context and scope. The three assumptions supported the researcher in defining and justifying the philosophy of the research in relation to the study's aim.

### **3.3.1 Ontological Assumption**

Ontology relates to nature of reality or the “existence of reality.” Put in a different way, it is the “assumptions of what reality is” or what constitutes knowledge in the real world. It is dominated by two opposing positions, subjectivism and objectivism, which have an impact on what researchers want to investigate (Aouad, 2011). The positivist considers “knowledge as being objective and beyond the interference of the research, retaining the natural science (Collis & Hussey, 2014). In contrast, the interpretivist believes that realities are constructed by social actors. Social actors have their own logic of knowledge and reality, and the approach to understanding and recognising the social world is based on the opinions and attitudes of participants (Collis & Hussey, 2014). Hence, interpretivists consider that there are several realities, as reality is socially built by people’s opinions in different ways (Easterby-Smith et al., 2012).

### **3.3.2 Epistemological Assumption**

Epistemology relates to the accepted knowledge in the world. This is about how we obtain and accept reality or what we know to constitute knowledge. In addition, the researcher and the object of research are both free and independent from other work (Easterby-Smith et al., 2012). Interpretivists focus on accepting the knowledge deeply to find responses to the enquiries such as how, what, and why (Easterby-Smith et al. 2012). Besides this, the researcher interacts with what is being studied, so is not independent of it, and findings are created through interaction between the researcher and what is researched (Collis & Hussey, 2014). Therefore, interpretivists consider that “reality can only be interpreted” (Easterby-Smith et al., 2012). These assumptions are usually found in social sciences research, which deal with activities and behaviour of people (Collis & Hussey, 2014). Furthermore, the procedure of examination in the social sciences could affect both the researcher’s and the participants’ participation in the research (Maylor & Blackmon, 2005).

### **3.3.3 Axiological Assumption**

Axiology relates to value and the role of values. The positivist researcher accepts that “research is unbiased and value-free,” since positivists believe that they are independent and unattached to what is being examined (Collis & Hussey, 2014). Conversely, interpretivists adhere to the view that the procedure of the research is value-laden; in other words, the researcher is involved with the existence of what is being investigated (Collis

& Hussey, 2014). Interpretivism is considered more suitable for this research as this research evaluates the perspectives, opinions, and actions of those who work in the MOI. This is because it is important to better understand the context of value in the LEA investigated in this study.

The scope of this research is within social science and involves the conception of real-world practices. This implies an ontological assumption that reality is socially built. The epistemological assumption was that knowledge could be obtained by investigating the subjective opinions of MOI staff members, and the researcher was not independent from the study phenomena, whilst the axiological assumption was that this knowledge would be value-laden. Therefore, interpretivism was most appropriate for this study. Given that the interpretivist stance meant the researcher was intricately involved with what was being investigated, the researcher acknowledged that biases may be present. The researcher considered ways of avoiding bias, and thus focussed on methodological assumptions that led to the adoption of observation, semi-structured interviews, and questionnaires to verify some of the assumptions made through the research approach and reasoning process.

### **3.4 The Research Approach**

The research onion identifies three types of approaches to theory development: deductive, abductive, and inductive. However, most research approach authors acknowledge that there are two main approaches to gaining new knowledge: inductive and deductive. Abductive reasoning relates to a process which starts with an incomplete set of observations and then proceeds to a possible set of explanations for the observed phenomenon (Saunders et al., 2016). This differs slightly from inductive reasoning which starts with observations of a more specific, limited scope and then proceeds to a generalised and likely conclusion based on accumulated evidence (Saunders et al., 2016; Collis & Hussey, 2014).

This section focusses on discussing inductive and deductive reasoning because this study started with specific and clear observations related to the LEA (see Chapter One). According to Oppenheim (2000), the research questions and study aims are considered key elements in the selection of the most appropriate research approach. Saunders et al. (2016) state that the deductive approach mostly linked to positivism, whilst the inductive approach is classified under the philosophy of interpretivism. The deductive approach is

used to search for fundamental relationships between variables and for generalising theory. The deductive approach uses quantitative methods as this allows the researcher to gather data and generate hypotheses that can be tested in a quantitative manner (Collis & Hussey, 2014). In addition, Sutrisna (2009) confirms that the deductive approach begins with analysing the literature to provide background for the research, identifying gaps between theories or existing evidence, formulating hypotheses, collecting data, and finally, analysing the findings.

In contrast, the inductive approach is a theory building procedure which starts with observing particular occurrences and looking for established generalisations around the study phenomena (Saunders et al., 2016). The inductive approach is regularly linked to qualitative methods in which the researcher gathers data and develops a theory as a result of data analysis (Silverman, 2013). Furthermore, qualitative research focusses on interpreting the meanings of situations from the attitudes of the persons involved and as expected by them. The inductive approach allows theory to be generated from interpretation of the evidence. This means that in the inductive approach, theory is developed from conclusions derived from the research findings. Nevertheless, Martin and Cepeda (2005) argue that there is no theory-free study, and that all empirical research is grounded on certain fundamental ideas as all investigators begin with a certain kind of theoretical framework. As such, it would be impractical to enter a field study or start and engage in a research process without a model or framework about concepts related to the topic of interest. Figure 3.2 illustrates the deductive and inductive approaches.



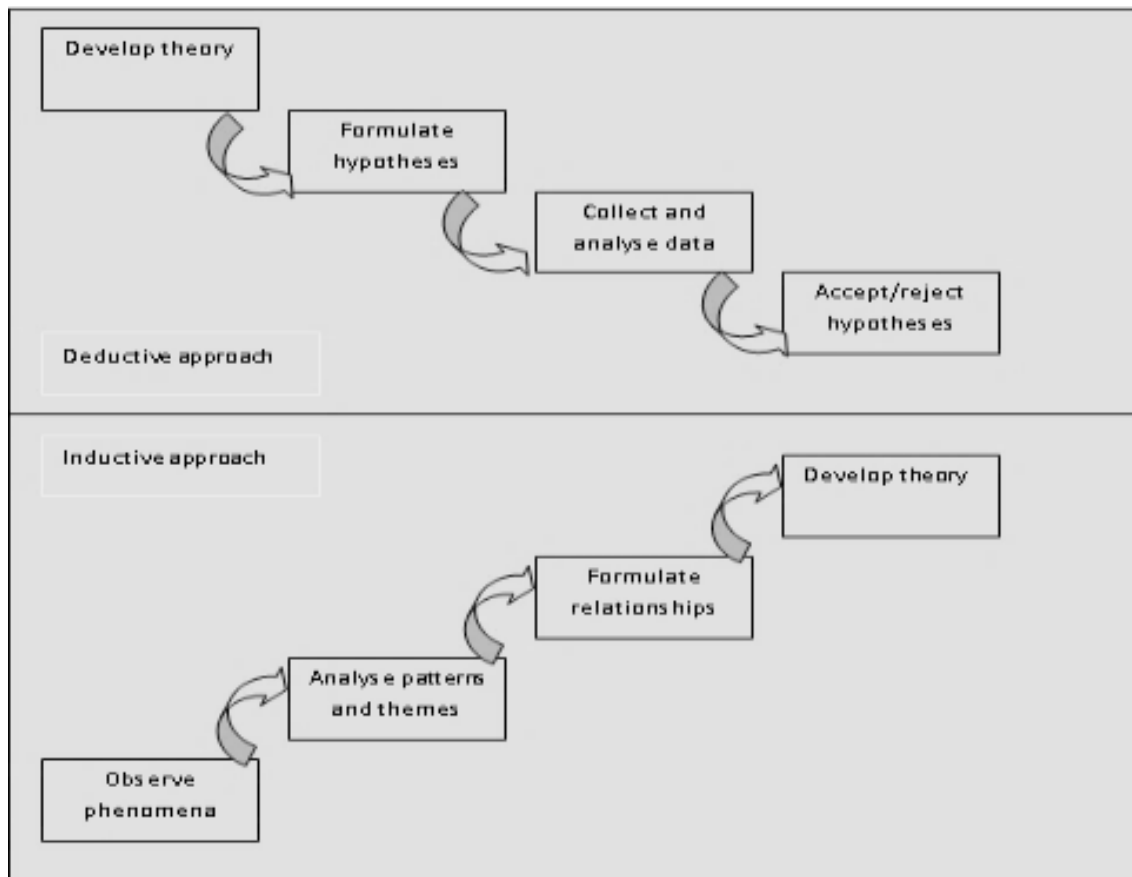


Figure 3.2: Inductive and deductive approaches (Cavana et al., 2001)

As shown in Figure 3.2, the deductive approach progresses from established theory, whilst the inductive approach progresses upwards towards development of theory. Saunders et al. (2016) state that using a combination of inductive and deductive approaches is possible in the same part of research and recommend this combination as it is often a suitable approach. Table 3.2 presents the major differences between the deductive approach and the inductive approach.

Table 3.2. Major differences between deductive and inductive approaches (Saunders et al., 2016)

<b>Deductive Approach</b>	<b>Inductive Approach</b>
Testing theory	Building theory
Moving from theory to data	Moving from data to theory
Common with natural sciences	Common with social sciences
Scientific principles	Gaining an understanding of the meanings humans attach to events
A highly structured approach	Flexible structure to permit changes of research emphasis as the research progresses
The need to explain causal relationships amongst variables	A close understanding of the research context
The collection of quantitative data	The collection of qualitative data
Objectivism	Subjectivism
The application of controls to ensure validity of data	A close understanding of the research context
Researcher is independent of what is being researched	The researcher is part of what is being researched
The need to select samples of sufficient size to generate a conclusion	Less concerned with the need to generalise

This research adopted inductive and deductive approaches, with some elements essential for exploring the implementation of change management in public sector organisations derived from previous work. The deductive approach was suitable for the MOI case study as existing research on LEAs and change management needed to be examined in order to establish an empirical basis for the study. The inductive approach was suitable to enable the results and findings from the research to be incorporated into the current theory. The application of both inductive and deductive approaches assisted in maintaining reliability of data at different stages of the study.

Though the inductive approach favoured the scope and context of this study more than the deductive research approach, the limited empirical data on the LEA in the UAE context made it necessary to conduct an extended literature review on change management and LEAs. This process of conducting a literature review and developing the conceptual framework from existing knowledge was deductive in itself. This study

combined approaches which helped to address the problem of limited empirical data in the UAE and helped to provide a more robust theoretical underpinning for this study. It also combined qualitative (interview data) and quantitative (survey data) methods in the data collection process. Both combinations aimed at increasing the validity and reliability of this study.

### **3.5 Methodological Choice**

The methodological choice is the third layer of the research onion model and is significant in ensuring research reliability and research validity. As noted in the research onion, methodological choice can be mono method quantitative, mono method qualitative, multi-method quantitative, multi-method qualitative, mixed method simple and mixed method complex (Saunders et al., 2016). However, other authors affirm that the research methodological stance may be quantitative, qualitative, or mixed methods (Naoum, 2007; Aouad, 2011; Collis & Hussey, 2014).

For instance, Naoum (2007) defines qualitative research as subjective in nature and focussed on the experiences, opinions, and views of the people being investigated. Qualitative research methodology may use data collection tools such as case studies, interviews, observations, and/or ethnography, amongst other data collection techniques (Saunders et al., 2016). The qualitative method is concerned with making theories, uses small samples, and is data rich; it is also subjectivist in the ontological stance and interpretivist in the epistemological stance (Saunders et al., 2016). Data collection techniques for this study were selected based on the appropriateness to the context being examined.

Quantitative research involves the collection of statistical or numerical data, uses large samples, focusses on facts, is concerned with hypothesis testing, and is often linked to the deductive approach. Quantitative research is positivist in the epistemological stance and objectivist in the ontological stance (Naoum, 2013). Quantitative research is supported by the philosophy of positivism, which deals with tangible and reliable evidence and is used when facts and accurate evidence is required (Naoum, 2007). It also follows a process that examines a hypothesis or a model or theory that can be measured through numbers (Saunders et al., 2016). Quantitative research is also built on variables and analysed with statistical methods in order to determine whether the research hypothesis

or the theory is true (Aouad, 2011). Figure 3.4 shows the methodological choices according to Saunders et al. (2016).

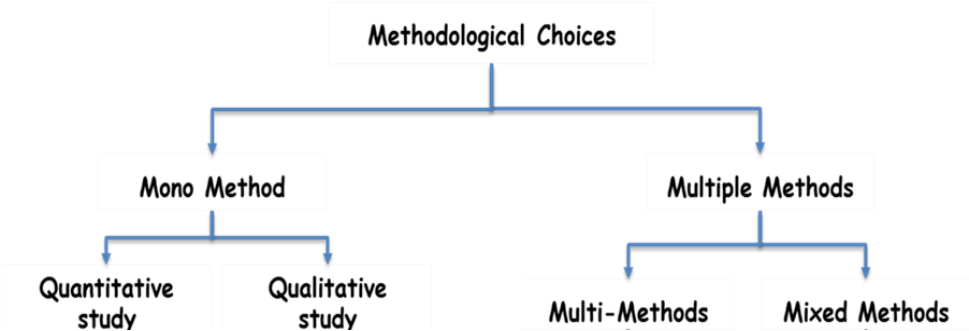


Figure 3.3: The methodological choice of the research (Saunders et al. 2016)

This research used both secondary and primary data. Due to the nature of the research questions, there was a need for both qualitative and quantitative data. As such, a mixed methods approach was adopted. Qualitative data included in-depth interviews with two levels of MOI participants: top management (TM) and middle management (MM). Quantitative data included questionnaires distributed to low management (LM) level participants. Additionally, the documentation review method was also used to collect in-depth information and knowledge from the MOI. It was concluded that a single method would not allow for enough data to explain the problem of the various factors under examination. Moreover, using mixed methods would enhance the validity and reliability of collected data. The features of the quantitative and qualitative methods are shown in the Table 3.3.

*Table 3.3: Features of qualitative and quantitative methods (Collis & Hussey, 2014; Ghauri & Gronhaug, 2005)*

<b>Qualitative</b>	<b>Quantitative</b>
Uses small samples	Uses large samples
Emphasis on understanding	Emphasis on testing and verification
Focus on understanding from respondent's point of view	Focus on facts and/or reasons of social events
Interpretation and rational approach	Logical and critical approach
Concerned with generating theories	Concerned with testing theories
Data is rich and subjective	Data is highly specific
The location is natural	The location is artificial
Reliability is low	Reliability is high
Validity is high	Validity is low
Generalisation from one setting to another	Generalisation from sample to population

Table 3.3 shows that both qualitative and quantitative methods have advantages and disadvantages. Both tend to have characteristics that are applicable to this study to investigate the status of change management in the LEA in order to develop a strategic change management framework that can aid successful implementation of strategic change management in the UAE. According to Yin (2013), using qualitative approaches links to the nature of the research and its philosophy. Therefore, to ensure valid results are generated, this study adopts both qualitative and quantitative methodological choices. This rationale is because the researcher needed to seek a more in-depth understanding of the phenomena around implementing change in the LEA and to verify the elements of change that currently exist. Therefore, the quantitative methodological choice in combination with the qualitative methodological choice was used in this study to improve the research value and validate the qualitative data collected.

### **3.6 Research Strategy**

This research strategy is the fourth layer in the research onion. According to Saunders et al. (2016), the research strategy allows the research aim to be achieved. There are many strategies in the social sciences, including archival analysis, surveys, experiments, case studies, and historical analysis of archival information (Yin, 2013). These strategies can

be used for different types of research that aim to study the social world (Aouad, 2011). Yin (2013) instructed that the most appropriate research method for a given topic depends on its aptitude to support the researcher to achieve the objectives and aim of the study in the most effective way. According to Saunders et al. (2016), it is important to select the research strategy carefully and objectively because all research strategies have their weaknesses and strengths when applied to a specific phenomenon.

According to Collis and Hussey (2014), the experiment is a traditional form of inquiry that is often applied in the natural sciences in order to understand the fundamental concept of whether a change in one independent value produces a change in another dependent value. The survey strategy, which is often carried out by using a questionnaire, is generally linked to the deductive approach and uses a large amount of data from a large population. Historical analysis of archival statistics makes use of administrative and governmental records plus recent and historical documents and papers as the key sources of data (Collis & Hussey, 2013). As Collis and Hussey (2013) explain, surveys and historical analysis may be used in different contexts depending on the values being investigated.

The case study is commonly used by social science researchers as well as by researchers who are in the field of management and organisational studies. Yin (2013) defines the case study strategy as an empirical inquiry that investigates a contemporary phenomenon within its real-life context, especially when the boundaries between phenomenon and context are not clearly evident. Yin (2013) indicates that the following three criteria can be used to select the most suitable strategy for research:

1. The type of research question(s)
2. The researcher's control over behavioural aspects
3. Whether the research focusses on contemporary events

Table 3.4 shows how each criterion relates to each research strategy.

Table 3.4. Criteria for different research strategies (Yin, 2013)

Strategy	Type of research question	Requires control of behavioural aspects?	Focusses on contemporary events?
<b>Experimental</b>	How, Why	Yes	Yes
<b>Survey</b>	Who, What, Where, How Many, How Much	No	Yes
<b>Archival Analysis</b>	Who, What, Where, How Many, How Much	No	Yes/No
<b>Interview</b>	Who, What, Where, Why	Yes	Yes
<b>History</b>	How, Why	No	No
<b>Case Study</b>	How, Why	No	Yes

As shown in Table 3.4, research strategies can help answer different types of questions and the type of question needs to be considered in relation to the strategy adopted for a study. Yin (2013) indicates that of all the strategy options, the case study strategy is useful as it allows researchers to adopt a range of data sources to conduct an objective study. The case study strategy is also suitable if the researcher wishes to gain deeper understanding of the research and explore a situation or state being evaluated which has no clear outcomes (Collis & Hussey, 2014). Case studies describe the real-life context and situation in which a phenomenon occurs, and they are used to clarify the causal associations in real-life situations which are difficult to clarify through other data collection techniques (Yin, 2013). Furthermore, the case study approach can be used for exploratory purposes (Saunders et al., 2016).

The researcher adopted the case study strategy for this study in order to gain an in-depth understanding of the data and information essential to identifying and investigating change management implementation in the UAE's public sector. The researcher was interested in answering the following research questions:

- What is the status of change management in the LEA?
- What are the challenges and drivers that influence change management within LEAs?

- How can key elements of successful change management contribute to sustainable strategic change management in LEAs and other public-sector organisations?

Thus, using the case study strategy enabled the understanding of “what,” “how,” and “why” change occurred to be achieved (Yin, 2013). It is also worth noting that the event studied was contemporary and the researcher had no control over developments. Based on all of the above the case study strategy was adopted as the most suitable strategy for this research.

Case studies can involve a single case study (one organisation) or multiple case studies (more than one organisation). Whilst fewer case studies enable better opportunity for an in-depth and detailed exploration of many observations (Voss et al., 2002), multiple case studies are more common and are generally used to replicate results and sustain theoretical generalisations, as well as to increase the external validity of the research (Yin, 2013). There are five instances in which adopting a single case study is justified; to ensure representative or typical case, critical case, unique case, longitudinal case, and revelatory case (Yin, 2013). The single case study design can be used when it is a representative or typical case. In this situation, the case study may represent a typical scheme amongst a number of different projects; for example, a manufacturing company may be considered to be typical of many other manufacturing companies in the same business.

The lessons learned from a representative or typical case are expected to be revealing about the skills of the average person or institution. However, single case studies have limits in terms of the generalisability of conclusions that are drawn from them (Voss et al., 2002). Furthermore, whether multiple or single, case studies can have a holistic or an embedded design, depending on the defined unit of analysis (Yin, 2013). Figure 3.4 displays the two basic design types for single case study.



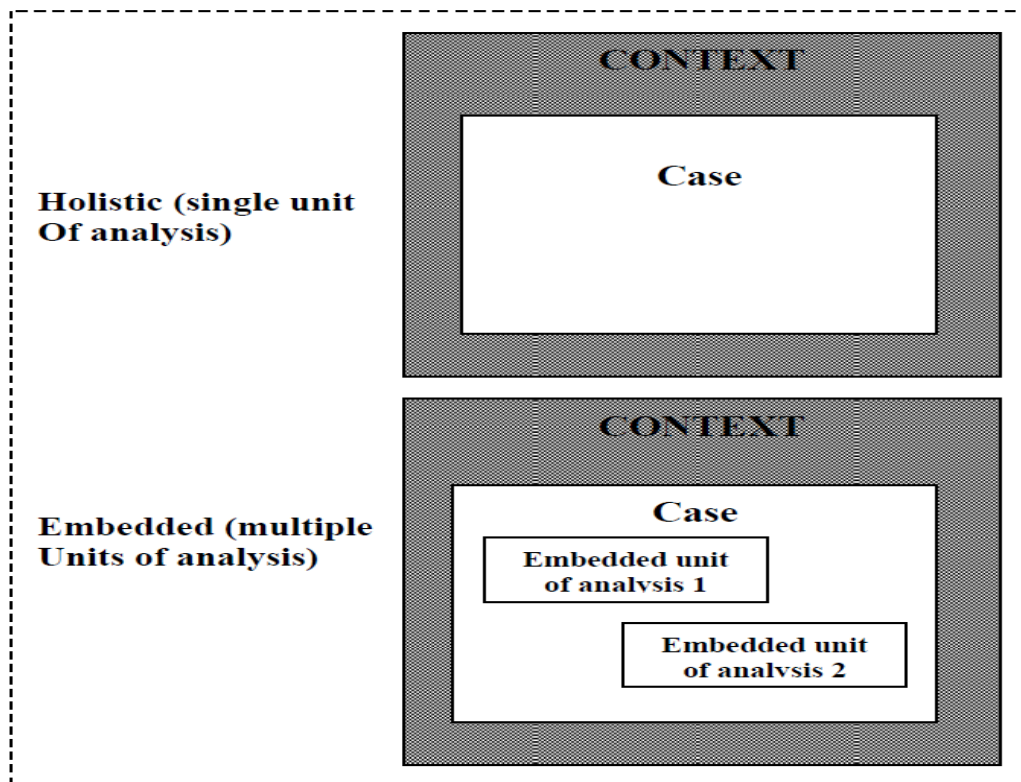


Figure 3.4: Basic types of designs for single case study (Yin, 2013)

As shown in Figure 3.4, the holistic design has single unit of analysis and can be objectively analysed with limited confusion. The purpose of this case study type is to focus on a specific unit of analysis in a study (Collis & Hussey, 2014). The embedded case study design combines multiple units of analysis which often involves the study of several case studies. The researcher chose the holistic case study design with a single unit of analysis because only one organisation, the UAE's MOI, was investigated. Adopting the single case study was beneficial for this study because it enabled a data collection process that focussed on gathering valid and reliable data on change management from one LEA.

### 3.7 Time Horizon

The fifth layer of the research onion is time horizon. There are two types of time horizons that can be applied to research: cross-sectional and longitudinal (Saunders et al., 2009). As the term time horizon implies, the type of time horizon relates to the time frame or timing structure adopted for undertaking a study. Cross-sectional studies collect and analyse data from a population at a specific point in time (Saunders et al., 2016), whereas longitudinal studies collect data from the same sample population repeatedly over a

period of time (Saunders et al., 2016). The difference between the two is that the former relates to a one-off data collection or data collection within a specific period, whilst the latter entails continuous observation and data collection processes from a sample population. Although longitudinal research gives a richer picture of the actual reality, it is also time consuming. On the other hand, cross-sectional research is used to examine an exact phenomenon within a limited time frame. In this research, the time frame is limited and planned according to the rules governing this postgraduate research. Therefore, the researcher adopted the cross-sectional time horizon because it was more applicable given the parameters of this study.

### **3.8 Data Collection**

There are several possible data collection techniques for collecting data from individuals, including interviews, observations, archival materials, and questionnaires (Easterby-Smith et al., 2013). There are also two major kinds of data that can be collected: secondary data and primary data (Collis & Hussey, 2014). Primary data is data collected mainly for the purpose of the investigation being conducted and comes directly from the sample population, whilst secondary data is data that has been collected by other authors for another topic that may provide context for the study (Saunders et al., 2016). Secondary data can include information from peer-reviewed papers, newspapers, reference books, theses, magazines, journal articles, researches, and the internet.

Whilst all sources are often used to complement each other and to increase the validity of assumptions made, the case study strategy enables the use of as many data sources as possible provided they are related to the study (Yin, 2013). Yin (2013) mentions several sources of data collection that can be used in the case study, including interviews, observations, archival records, physical artefacts, and documentation. In general, there is no single data collection technique suitable for all studies. Each technique or source has its strengths and weaknesses, as illustrated in Table 3.5.

Table 3.5: Strengths and weaknesses of data collection methods (Yin, 2013)

Sources	Strengths	Weaknesses
<b>Literature review</b>	Allows a large amount of data to be collected in a short time and with minimal cost. Provides a theoretical framework for the study.	Needs a high level of skills in identifying and analysing the relevant information and writing a meaningful summary.
<b>Documentation</b>	Provides exact details that support verbal interpretations and is important in exploration.	May be incomplete and representative of only one view. Access may be restricted.
<b>Archival Records</b>	Available on a wide variety of topics. Simplicity in data analysis.	May not be available for the research questions of interest. Accessibility may be difficult due to privacy reasons.
<b>Interviews</b>	Provides insightful, in-depth information and is suitable for exploration.	May be expensive and time consuming. Greater risk of response bias.
<b>Focus Group</b>	Can examine how participants react to each other and allows for exploring ideas and concepts.	Discussion may be dominated by one or two participants.
<b>Observation</b>	Provides reality-based discovery of what is occurring in real time and is contextual.	May be time consuming. Data analysis can be time consuming.
<b>Questionnaire</b>	Provides economical means of data collection. Data are easily analysed and interpreted.	May have low response rate. Respondents may misunderstand questions if questions are unclear.

Considering that all sources have strengths and weakness and are limited in their scope, the research philosophy, research strategy, and research approach, along with the aims of study, are essential in deciding the appropriate data collection techniques to use (Yin, 2013). As a result of the research aim and the gaps identified in the literature review, this researcher chose to source data from the literature review, documentation, interviews, and questionnaires. The decision to adopt mixed methods and techniques to collect data in this study was also be supported by examining data collection techniques from previous research on LEAs. Table 3.6 provides an overview of related LEA studies and their data collection strategies.

Table 3.6: Data collection techniques in previous LEA studies

Author & Year	Title	Objective	Strategy/choices
Beato, F. et al. (2007)	Citizen security in Brazil: Experience underway in Belo Horizonte. Citizen Security in the Americas Active Investigation Project	Provide description of citizen security programs	Interviews, official data, & questionnaires
Gillies, D. R. (2005)	Perception of change in education, training and development in the NSW police service, post the Wood Royal Commission	Explore the effectiveness of changes made to instructional training process and post the implementation of forced policy-driven change	Questionnaire & focus group
Silveira, A. (2007)	To manage public order and application of the law: Forms of policing in a perspective comparing Brazil-United States	Conduct a qualitative, comparative case study	Observation, interviews, descriptive analyses, and regression model

### 3.8.1 Ethics Approval

Ethical considerations are extremely important in research. Ethics is concerned with the ethical matters that relate to any inquiry process, especially in research that relates to people and involves collection of data that is sensitive in nature or derived from sensitive sources (Collis & Hussey, 2014). Saunders et al. (2016) claim that in any study, ethics consider the rightness of the performance of the researcher according to the rights the research subjects or participants. In addition, according to Adams (2013), there are three purposes of research ethics:

- to protect human participant in the research,
- to confirm that the research is conducted in a way that is appropriate to individuals, groups, or society, and
- to examine research safety issues such as risk management, confidentiality, and informed consent.

Though no data collected for this study was sensitive in nature or derived from sensitive sources, ethics approval paved way for data collection and guided the researcher through the investigation process in the UAE. Before conducting the actual fieldwork, the researcher applied for ethics approval according to the rules of the University of Salford to clarify the research requirements and to assess research risks. Ethics approval was received before the interviews and survey took place and after confirming that the research did not pose any risk to the researcher, to the research participants and respondents, or to the environment.

### **3.8.2 The Pilot Study**

It is recommended that survey and interview questions be subjected to pilot tests (Easterby-Smith et al., 2012; and Saunders et al., 2016). Doing this will identify any inconsistencies within the questions in terms of the clearness, time scale, ambiguity, etc., and allow for these to be rectified (Naoum, 2007). Besides this, it will detect any flaws in the questionnaire and ensure they are corrected prior to the actual survey to help maximise response rate and minimise error rate on answers. In this research, two pilot tests were conducted. The first pilot test was for the survey questionnaires with low-level management employees (i.e., MOI police officers). The second pilot test was for the interview questions with five PhD students in related areas at Salford University. In each pilot test, respondents were given a copy of the first draft of questions. Subsequently, the feedback from pilot tests was used to revise the survey and interview questions. These tests were also important because they served as a validity test for the themes and elements to be investigated to ensure that the data collection tools actually tested the intended themes and elements being investigated or assessed in the UAE.

### **3.8.3 Interviews**

Interviews can be defined as a method of collecting information and data in which selected participants are asked questions to determine what they feel, do, or think (Collis & Hussey, 2014). Interviews are associated with both positivist and interpretivist methodologies. This method of collecting data can be done face-to-face or by telephone. Interviews may be conducted with individuals or with groups of people.

Interviews can be structured, unstructured, or semi-structured (Silverman, 2013). Structured interviews are usually used with questionnaires and a scheduled set of questions (Silverman, 2013). Unstructured interviews are used to discover a general topic

of concern and can be in-depth. Researchers using this type of interview need to have a clear and rich idea about the topics for exploration because there are no precise and determined questions to work through (Saunders et al., 2016). Semi-structured interviews include benefits of both methods. For example, they allow flexibility by giving the interviewer freedom to elicit rich information from participants and they provide in-depth information in the researcher's area of interest (Easterby-Smith et al., 2012). Accordingly, the researcher adopted the semi-structured interview as the main data collection technique in order to collect in-depth information from the case study and in order to allow the researcher to adapt questions as needed to understand the phenomenon being examined. The aim of the interviews was to provide an understanding of the interviewees' views on the factors affecting the implementation of change management. Thus, the face-to-face semi-structured interview was appropriate for this research. Interviews were the main method for collecting qualitative data.

### **3.8.4 The Interview Protocol and Participants**

The reliability and validity of research data depends on questionnaire design and interview questions as well as on the strictness and rigorousness of the pilot study (Saunders et al., 2009). The interview questions were established using the following techniques:

- Proposed questions were designed in light of the literature regarding change management.
- Feedback and responses from the pilot study informed reviewing questions and improving their content.
- The latest revised questions were used for interviews. Appendix D illustrates these questions and their relation to the elements of the conceptual framework for the change management process.
- The interview questions were developed in English and then translated to Arabic. Interviews were conducted in Arabic, as this enabled the respondents' optimal expression of their explanations. Arabic versions of the interviews were then translated back to English for data analysis.

Interviews were conducted with MOI senior police officers at top-level and middle-level management at each of the UAE's seven emirates. Responses from the participants improved the validity of the research, as a majority of the interviewees had full knowledge on the present and future strategies for change management in the MOI. Their

management levels also enabled them to provide in-depth understanding and insights on the different issues regarding change management.

It has been stated that there is no fixed number of respondents required for qualitative interviews (Oppenheim, 2005). Accordingly, the interviews were conducted until all questions had responses and the responses became repetitive, thus showing that the necessary evidence had been collected. A total of 14 police officers were interviewed for the case study. Table 3.7 shows the positions and organisations of interviewees.

*Table 3.7: Interviewee sample*

<b>Interviewees</b>	<b>Positions</b>
General Command of Policing in UAE	Ministry of Interior (MOI)
General Directorate for Firefighters and Rescue	General Director
General Directorate of Traffic	General Director
Directorate General of Police College	General Director
Directorate General of Private Security	General Director
Directorate General of Inspector Office	General Director
Directorate General of Punitive and Reformatory Establishments	General Director
General Command of Policing in Dubai	Policing General Headquarter of Emirate Dubai
General Command of Policing in Abu Dhabi	Policing General Headquarter of Emirate Abu Dhabi
General Command of Policing in Sharjah	Policing General Headquarter of Emirate Sharjah
General Command of Policing in Ajman	Policing General Headquarter of Emirate Ajman
General Command of Policing in Umm Al Quwain	Policing General Headquarter of Emirate Umm Al Quwain
General Command of Policing in Ras Al Khaimah	Policing General Headquarter Emirate of Ras Al Khaimah
General Command of Policing in Fujairah	Policing General Headquarter Emirate of Fujairah
Total	14

As shown in Table 3.7, the interviewees were mostly general directors and senior level officers who were well informed and experienced in the organisation. The rationale for selecting and focusing on officers at these levels was to ensure that quality and relevant data applicable to the research scope was collected.

### **3.8.5 Questionnaire Design and Participants**

The questionnaire survey is considered as one of the methods for collecting information from people and is often associated with quantitative research (Oppenheim, 2000). According to Saunders et al. (2016), the survey question is the only method that is often used to represent the opinions and attitudes of a large sample. The survey questionnaire comprises pre-formulated questions that are designed differently than the questions used in interviews. In addition, respondents can complete questionnaires anonymously (Sekaran, 2003).

The questionnaire used in this study was designed to explore the elements that affect the implementation of change management. The questionnaire was used to enhance the reliability and validity of the data collected via interviews and increase the opportunity to generalise results. Survey questions were carefully derived from the relevant literature, using the research aim and objectives as guidance. Questions were developed in English, and then translated into Arabic to make them suitable for the intended respondents. The questionnaires (see Appendix E) were distributed to low-level management employees in the MOI. The survey quota was 400, and at the end of the survey period, a total of 290 questionnaires were completed and returned, yielding a response rate of 73%.

### **3.9 Data Analysis and Validity**

Data analysis is an important process as it helps the researcher to convert large amounts of data to meaningful findings. A primary purpose of analysing data is to create considerable rational conclusions and reduce any alternative explanations (Yin, 2013). However, there is no standard process for analysing data as it all depends on the type of data collected. Saunders et al. (2016) suggest that qualitative data analysis can be categorised into non-quantifying techniques or quantifying techniques.

Content analysis is one of the quantifying techniques used in data analysis, whilst the general analytical procedure is one of the non-quantifying techniques used in analysing data. In this research, the researcher used the general analytical procedure for qualitative data, and the analysis process included the following steps:

- All notes were translated into hand-written records and all data collected were referenced.



- Data was reviewed several times. This was done in order to become familiar with the data and code it into smaller groups according to the key elements in the conceptual framework for this research.
- Summaries of the research findings were written at each stage.

Furthermore, NVivo software was used in this research. NVivo software has many advantages, including enabling importing and coding of written information, enabling finding combinations of words in the transcript, and allowing for editing and amending textual data without affecting the coding. The quantitative data from the questionnaire survey were analysed through critical analyses using Statistical Package for the Social Sciences (SPSS). SPSS is an advanced statistical software with capabilities to conduct text, numerical, and open-source analysis (Sekaran, 2003). This software is commonly used to analyse quantitative data.

### **3.9.1 Triangulation**

According to Easterby-Smith et al. (2012) the term triangulation is used to indicate the use of different data collection methods in a research study to ensure data are credible and valid. However, the concept of triangulation is derived from navigational and land surveying. The idea behind triangulation is that one can be more confident with a result if different techniques lead to the same outcome (Yin, 2013). This research used a qualitative approach as the main method of collecting data. Collis and Hussey (2014) suggest that results of qualitative data can be enhanced by joining data from participants with documentation data and interview data in a single case study. Therefore, in this study, the researcher used semi-structured interviews as the principal method, and this was supported by the questionnaire survey and documentation review. In addition, this triangulation was implemented because a single method was not enough to explore the various elements under investigation.

### **3.9.2 Data Validity**

Validity is the extent to which the research themes, variables, and measures represent internal consistency and relate to what is being researched (Petty et al., 2009). There are three basic types of validity: face validity, content validity, and criterion validity (Flick, 2011). Face validity relates to the extent to which the themes and measurement methods appear to measure the construct or themes of interest (Silverman, 2013), and though validity can be tested using a questionnaire, it is often tested informally (Flick, 2011).

Content validity is the extent to which a theme or construct covers the areas being assessed (Silverman, 2013), whilst criterion validity is the extent to which the assessment of people or respondents correlates with the variables being measured (Flick, 2011). A criterion can be any variable that is thought to be correlated with the construct being measured (Petty et al. 2009).

Data validity is assessed using face and content validity. A pilot study was conducted to assess the questionnaire to ensure that the questions included items and themes being evaluated in LEA. This process ensured that the data were validated using face validity before data collection. According to Petty et al. (2009), face validity can be assessed quantitatively by having a sample of people rate a measure or theme in terms of whether it measures what it intends to measure. Therefore, face validity was assessed for the data before the data collection via survey and semi-structured interview commenced. Content validity involves careful analysis and comparison of measures or themes against conceptual definitions or contexts already established in the study. Triangulating the results in Chapter Five and Six reflects this process of content validity to ensure that the results are reliable and valid

### **3.10 Chapter Summary**

This chapter discussed the research methods of the inquiry process in the context of achieving the research aim and objectives. It explained and justified the researcher's interpretivist philosophy and the use of both inductive and deductive approaches. Given that the research involved primary and secondary data as well as qualitative and quantitative sources, mixed methods was the most appropriate methodological choice. The holistic case study was considered suitable as this research involved only one organisation. A cross-sectional time horizon was essential due to the parameters of the research. The research adopted mixed methods, and primary data were collected through face-to-face semi-structured interviews and questionnaire.

The primary data collection started with assessing face validity of the themes and elements of the conceptual framework the researcher aimed to test. This was done by conducting pilot test a pilot test with a small sample of academic, experienced respondents. The outcome of this led to full development of the survey and interview questions which contained the themes and elements derived from secondary data, gaps, and theoretical underpinnings for change management in the LEA. The interview and

questionnaire design further emphasises the importance and relevance of the secondary data derived from the literature review. Whilst the methods used in this study are not without limitations, they have nonetheless supported the data collection process and the reliability and validity of data. The next chapter presents results of the inquiry process.

## **CHAPTER 4: Data Collection and Analysis**

### **4.1 Introduction**

This chapter presents the data analysis and findings of this research. As discussed in the methodology chapter, data was collected through semi-structured interviews and a survey questionnaire administered to officers working in the LEA (MOI) in the UAE. The first section of this chapter presents the demographic profiles of interview participants and survey participants. The second section presents main findings from the interviews, whilst the third section presents the survey findings. The fourth section summarises the findings from both interviews and surveys and provides the implications of these findings. The research objectives influence the structure of this chapter and the presentation of findings from the interviews and surveys conducted in the UAE.

### **4.2 Demographic Profiles**

This section presents demographic information of all research participants. This information is important in order to determine whether information provided by the research participants is relevant, valid, and suitable for analysis and to arrive at an objective research conclusion. The interviewee profile is presented first, followed by the survey participant profile.

#### **4.2.1 Profile of Interviewees**

Interviews were conducted with 14 MOI senior police officers. These officers were either working in top-level management (TM) and middle-level management (MM). At least one officer from each of the seven UAE emirates was interviewed. This ensured a wide and complete representation of activities relating to change in each of the emirates. Each officer was assigned a code to assist with data analysis and preserve confidentiality and anonymity. Table 4.1 shows the officers' positions and assigned codes.

*Table 4.1: Interviewee positions and codes*

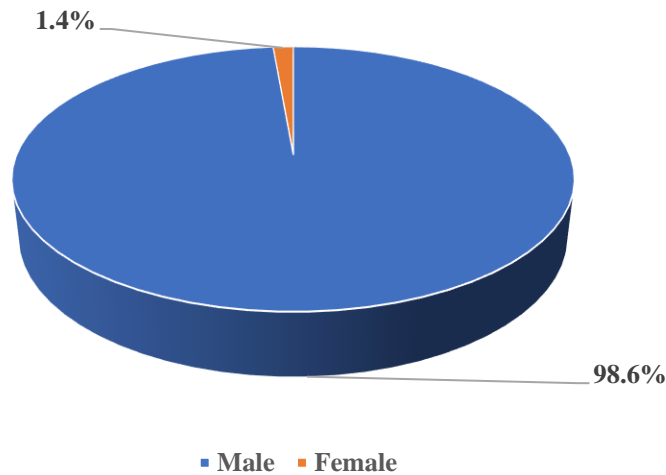
<b>Interviewees</b>	<b>Code</b>
General Commander of Policing in Abu Dhabi	TM1
General Commander of Policing in Dubai	TM2
General Commander of Policing in Sharjah	TM3
General Commander of Policing in Ajman	TM4
General Commander of Policing in Umm Al Quwain	TM5
General Commander of Policing in Ras Al Khaimah	TM6
General Commander of Policing in Fujairah	TM7
Director of Firefighters and Rescue	MM1
Director of Police College	MM2
Director of Traffic	MM3
Director of Inspector Office	MM4
Director of Punitive and Reformatory Establishments	MM5
Director of Private Security	MM6
Director of Policing in UAE	MM7

As shown in Table 4.1, interviewees were either general commanders or directors. General commanders represent the top-level management, whilst directors represent middle-level management. The codes assigned to interviewees included letters to represent management level (i.e., TM or MM) and a participant number. As the interviewees were higher level officials, they were able to provide views and information on how change policies and tasks are implemented in each emirate.

#### **4.2.2 Profile of Survey Participants**

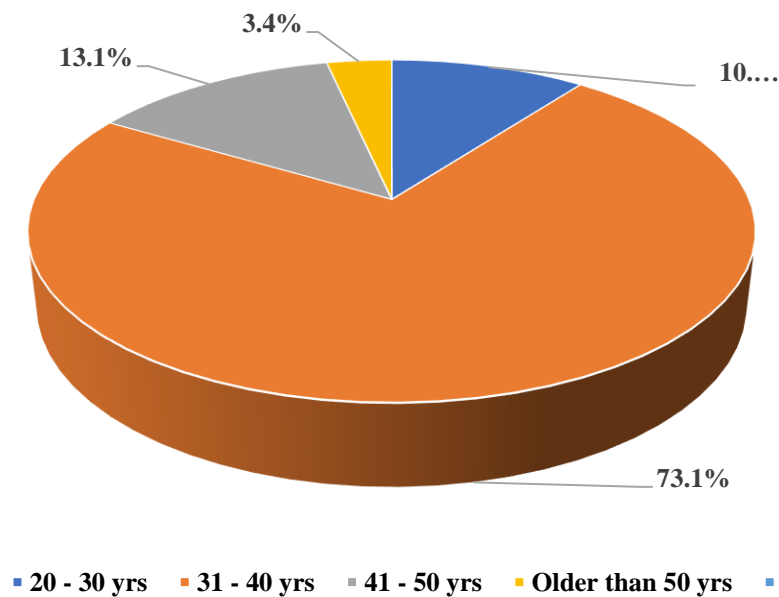
Survey questionnaires were distributed to low-level management employees in the MOI. The survey collected demographic information such as gender, age range, education level, years of experience, and position in the MOI. This information is presented in percentages and frequencies derived from SPSS data analysis.

In terms of gender, 286 of the 290 respondents were male, which represents 98.6% of all respondents, whilst only 4 (1.4%) were female. This information is important in order to better understand the extent to which change management is influenced by gender in the UAE. Gender of survey respondents is visually represented in Figure 4.1.



*Figure 4.1: Gender of survey respondents*

In terms of age range, 73.1% of participants fell within the range of 31-40 years (212 of 290 participants). The next largest age group was 41-50 years, comprising 13.1% of participants. This was followed by those aged 20-30 years (10.3%). Those aged 50 years or older comprised only 3.4% of participants, as shown in Figure 4.2.



*Figure 4.2: Age of participants*

The larger proportion of younger participants reflects that the UAE may be modelling its leadership through youth involvement and participation. Because the target audience is officials working in one of the critical ministries in the UAE, it is interesting to see that the majority of key officers in the MOI are within younger age ranges. This finding is

significant for analysis later in this chapter and important to examining its implication for the overall findings.

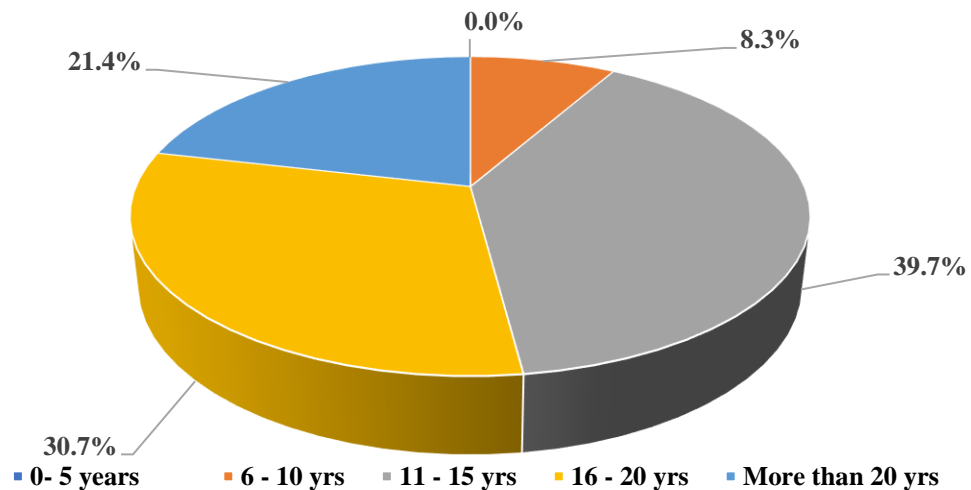
In terms of education, significant numbers of participants were either graduates or had Master's qualifications. In addition, there were more participants with PhDs than there were participants with high school diplomas and diplomas combined. Table 4.2 presents the education levels of lower-level MOI employees.

*Table 4.2: Education level of survey participants*

<b>Education level</b>	<b>Number</b>	<b>%</b>
<b>High school</b>	21	7.2
<b>Diploma</b>	6	2.1
<b>Graduates</b>	103	35.5
<b>Master's degrees (MSc &amp; M.A)</b>	127	43.8
<b>Doctor of Philosophy PhD</b>	33	11.4

This data reflects that education is prioritised in the UAE, and a good level of education may be considered as a necessity for organisations such as the MOI. It also suggests that officers in the MOI may have been carefully recruited based on their educational qualification or experience.

The results for participant's work experience are presented below in Figure 4.3. Work experience relates to how many years participants had been working for the MOI at the time of the survey.



*Figure 4.3: Work experience of participants*

It can be observed from Figure 4.3 that 39.7% of the survey respondents had 11-15 years of experience, whilst 30.7% had 16-20 years, indicating that over 70% of participants had over 11 years of experience working for the public sector in the MOI, which is a significant number of years to be working in a field or sector. Though there were no participants with more than 20 years of experience, a substantial proportion of participants (29.7%) had 10 years or less of experience. This result means that participants are well placed to understand the trend of change in the sector and the change management process over the years. Participants can therefore be expected to be knowledgeable about change management in the MOI and the themes being investigated in this study.

In summary, results show that the majority of survey respondents were male, which is likely due to the characteristics of Arab society, where men represent the largest proportion of the labour force, especially in the MOI. The largest portion of participants were aged 31-40 years, indicating that there is a higher proportion of younger employees in the MOI workforce. The higher numbers of participants who were either graduates or had Master's degrees reflect the country's and the government's interests in employees' education level.

In addition, survey participants were asked to state their position within the MOI. The ten positions stated were police officer, head of department, head of section, administrative employee, manager, police college lecturer, aircraft engineer, fireman, and captain.



Therefore, it is safe to say that like interview respondents, survey respondents were also well positioned to answer questions pertaining to this research and provide relevant information. They would also then be able and knowledgeable enough to provide information relating to the research objectives.

### **4.3 Interview Findings and Analysis**

This section presents findings for three main themes: creating an environment for change, enabling and engaging the whole organisation, and sustaining the change. The results for these three themes will be further analysed to generate findings that reveal the status of change management in the MOI.

#### **4.3.1 Creating an Environment for Change**

In order to assess the current situation of the organisation and explore its performance and areas that need to be improved, the interviewees were asked the following open question: *What is the state of the organisation's performance in relationship to its mission and goals?*

This enabled participants to give their in-depth views without being restricted regarding the content of the material they wished to reveal. The answers of all interviewees (100%, 14Nr) were positive about the state of the organisation's performance in relationship to its mission and goals.

Interviewee MM3 mentioned that the organisation achieves its objectives perfectly and gave evidence in the notable decline in crime rate. In the same context, MM5 said that the organisation's overall performance is great, and the organisation has a passion towards becoming the best globally and focussing more on human resources by investing in them and reducing the reliance on foreign parties.

Interviewee MM6 further added:

*"I think the organisation has a very dynamic performance that continuously improves and develops whilst striving to achieve and maintain excellence."*

Interviewees TM3 and TM6 both emphasised that the MOI is confident and steadily achieving its goals and the ministry's performance is harmonious with the time plan. Most respondents explained the link between customer service and electronic service. TM2 said:

*“...We can improve in customer services organisation competing with the private sector with its quality and get it electronically.”*

On the other hand, the majority of interviewees (57%, 8Nr) stated that human resources are the most important area where improvement is required. Participants mentioned that there is need to invest further in human resources and suggested preparing a generation of human resources that keeps pace with global changes.

Interviewees TM6 and TM5 mentioned that it is important to support talented youths to initiate robust infrastructure of human resources. TM6 mentioned:

*“...the development would be by creating an attractive environment targeted to the youth human resources in the relevant disciplines like sustainability and self-financing of projects and nanotechnology.”*

However, five of the interviewees (36%, 5Nr) provided different views by emphasising the security system as very important and as the area that needs to be improved, indicating that cooperation with other countries is very important and crucial in achieving this. One of the interviewees talked about readiness to focus on securing the events held in the country, such as the Asian football cup in 2019 and Expo 2020, and anticipated the expected setting for visitors and activated several scenarios for successful events. TM7 suggested to “establish security centres for research and development as the UAE looks ahead positively to the future.” TM4 mentioned that the development should focus on the methods of collecting security information, improving customers’ services, and developing a training system to maintain developments in crime prevention and management techniques.

Therefore, the LEA has an environment that is aware of change and of the need to keep improving. The following up question asked is: *what areas need to improve and what are your suggestions for improvements?*

The interviewees specifically prioritised the need for improvement and change in electronic services, security systems, human resources, and especially human resources that target more youths. The proportion of employees prioritising these different areas of improvement are presented in Figure 4.4.

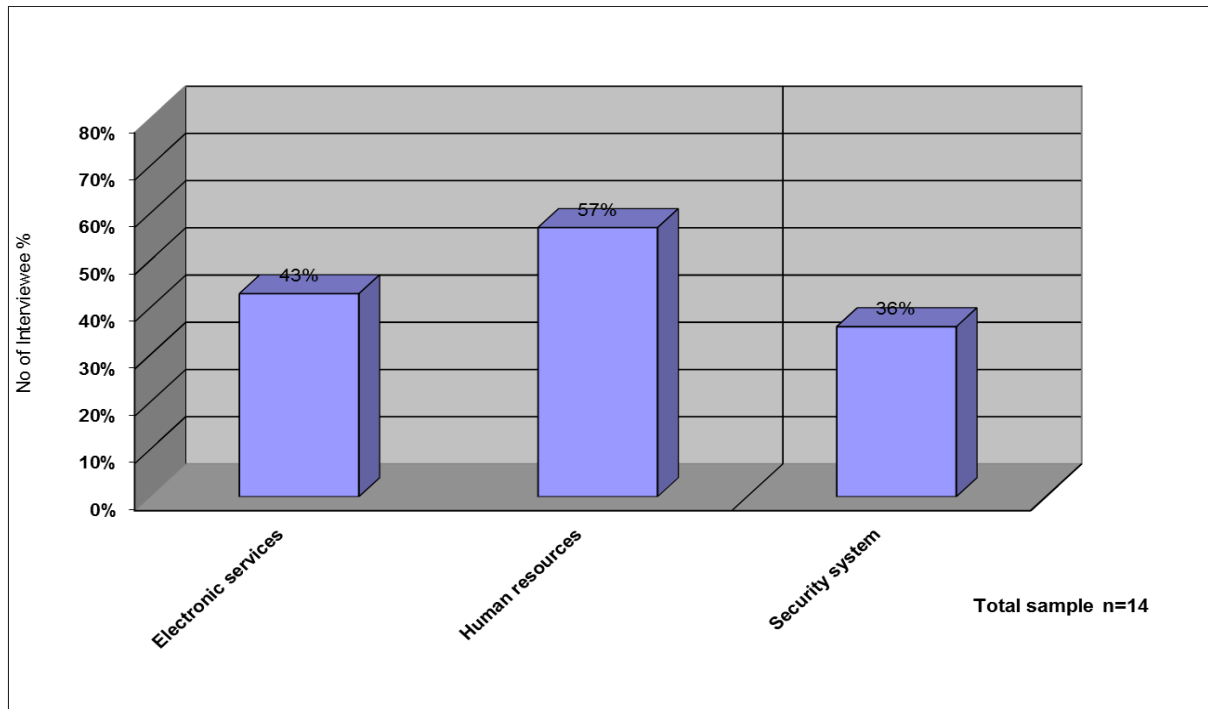


Figure 4.4: Areas that need improvement

The three areas in Figure 4.4 summarise the current status and understanding of change in the MOI. For example, 43% of interviewees confirmed that change is necessary and must be done immediately. This perception and working state in the MOI reveal that the leadership of the organisation has a sense of urgency. In addition, 43% of interviewees stated that the direction should be towards building a new generation of human resources that can keep up with the expected future changes. MM6 stated:

*“Change and continuous development are amongst the virtues leading the organisation. And development cannot be done without change in all fields as required. Through experience I think that the interest in innovation and creativity by embracing our human talent is the expected change and it’s important and significant.”*

Interviewee TM4 mentioned that it is important to develop curricula in police academies to create youth human resources with future aspirations. MM2 suggested the direction of change should be towards improvement of human resources and actively creating plans as well as developing and evaluating ways to reach the best results. MM4 and MM7 said that rather than creating plans, changing the ways of dealing with customers’ needs to change. They also said that encouraging staff to be creative and innovative are important factors towards the upcoming change. Other interviewees, except for TM2, also shared

the view that innovation would be a good pillar for staying ahead of the world and for successful change management in the UAE. However, TM2 believed that the current direction of change is sufficient for securing future change and ensuring successful change. The summary of understanding of the need for change and current status in the MOI is provided in Figure 4.5.

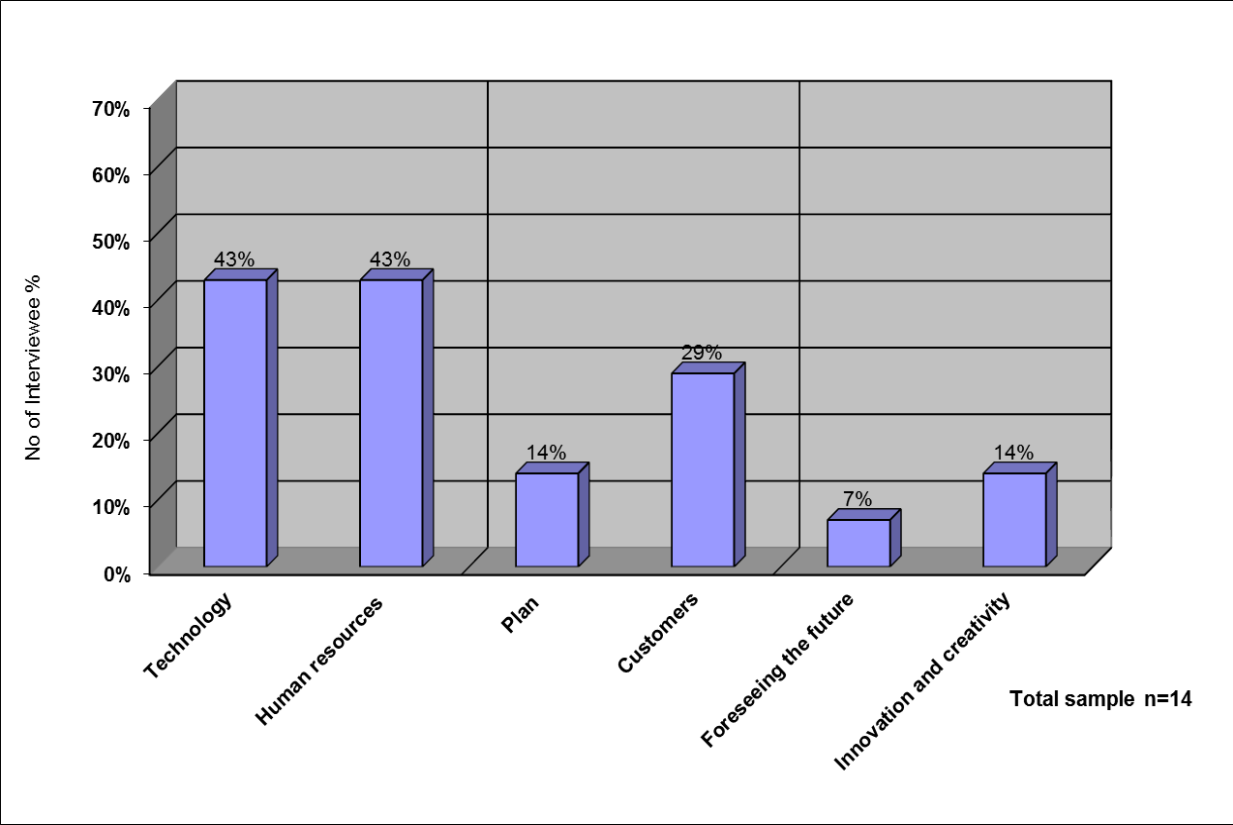


Figure 4.5: Suggested areas that need change

In terms of the strategic vision, initiatives, and understanding of the urgency that surrounds achieving change in the MOI, TM1 mentioned the UAE’s vision and aspirations to be a global first in delivering government services and to build this vision and goals based on outlook and analysis to keep up with the world. MM6 said:

*“Change is considered ‘urgent’ in the MOI due to the ongoing change around the world and the interest of the UAE leadership in development and improvement, which is done by creating challenges regularly.”*

Similarly, MM4 stated:

*“Change is urgent, important, and fundamental to having a sophisticated security model that can simulate the future and the work system, which needs to be developed through a continuous change strategy.”*

MM4 further explained that the world is in a state of tension, and the tension around the region is a key reason to make change urgent in order to find new and innovative ways to keep up and to be the best. It can be noticed from this result that change is considered by most of the interviewees from an external events perspective, which is understandable due to the nature of the LEA's work involving reacting to issues in the society.

However, it can also be inferred that the environment tends to be neutral in terms of change, as it is unclear whether the current status of change is conducive for initiating, implementing, and sustaining change. However, there is no doubt that the MOI environment supports change whenever it is initiated, rather than resisting or preventing it.

#### **4.3.2 Enabling and Engaging the Whole Organisation**

To investigate the theme of enabling and engaging the whole organisation, participants were asked the following questions: *What are the drivers for change? And how do you create the sense of urgency to get people to change?* This enabled an assessment of interviewees' views relating to the current status on change communication, the vision for change, empowering others to act on the vision, and the steps taken to generate short-term wins. Interviewee responses highlighted certain key drivers, including awareness and culture, involvement in decision, implementing development mechanism, providing incentives, and adopting a management pyramid for change.

In terms of awareness and culture, 64% (9Nr) of interviewees provided suggestions for ensuring that there is an enabling and engaging organisation. Participant TM5 suggested spreading the culture of communicating the vision in general. In the same manner, TM3 believed that if all employees believed MOI leadership had interest and faith in the urgent need for change, it would be a major and important reason for a sense of change. Also,

interviewee TM1 specified that the importance of changes and the culture of change should be spread between all employees in the organisation. TM1 further added:

*“...It is corporate beliefs and should spread it between employees and illustrate the advantages of this change and what do we get if we get to the desired change through futuristic image for the ministry in the future, so start spreading these beliefs of change then persuasion and then explain to everyone that change is coming.”*

However, MM1 and MM5 had a different view. They stated that involving employees in the decision is crucial because it creates a notion of change and of the need for change in the MOI. This explanation suggests that employees are not currently being involved in decisions regarding change, and as such, the current status of change management in the MOI is that it is quite a top-level process. Interviewee MM2 and interviewee TM2 had the same point of view, as they claimed the staff and all institutional departments and administrations should be included in the process of change. Furthermore, implementing development mechanism was considered one of the key drivers for change identified by MM2 and TM2.

Interviewee TM4 proposed that by taking advantage of the opportunity presented by international sporting events held in the UAE, such as the Asian Football Cup 2019 and EXPO 2020, may help influence change. For instance, it was emphasised that the arrival of 40 million visitors during these events could help create a sense of urgency and is an opportunity that will help communicate and empower others to act on the vision. Another interviewee affirmed that a key driver of change is adopting a management pyramid to change which motivates the members in the organisation. In general, the key drivers identified by the interviewees are as follows:

- Awareness and culture
- Involvement in decision
- Implementing development mechanism
- Providing incentives
- Adopting a management pyramid for change

These drivers were discussed by the interviewees in terms of the government vision and in terms of policing work. The interviewees were asked the following question: *What is the government vision for excellence (what is the current status of this vision and where do you need to be) in terms of policing?*

All participants (100%, 14Nr) affirmed that security and services is the government vision for excellence. However, three interviewees (21%, 3Nr) added that the use of innovation to provide solutions is one of the visions for excellence in policing that is being championed by the government. MM2 stated that:

*“...our vision is to become the most secure and safe state. We are in continuous development, tourism is growing, and there is an influx of investors accompanied by abbreviating crime rates. All this indicates we are heading in the right direction towards achieving our vision.”*

In addition, MM5 mentioned that the MOI’s current vision is for the UAE to be the world's best secure and peaceful country. MM5 further explained:

*“Excellence is consolidated in our organisation, and we used a scientific approach to achieve quality, professionalism, and work security. The vision of the organisation is to be one of the best countries in the world in terms of security and peace, and has already made the UAE global security rank significant and is a competitor in excellence based on the United Nations indicators.”*

In relation to “using innovation as solutions,” three of the interviewees believed that distinction in security and services as well as using innovation as solutions are part of the ministry’s vision to meet the challenges it faces whilst simultaneously keeping up with the global evolution in this field. MM7 affirmed that the MOI is considered one of the best in the field of security and policing in the Middle East and Asia. He added:

*“...Our organisation embraces the future and innovation. And is preparing the next and current generation to lead the change and reach our vision via training the staff and motivating them as such since they are the concern of the high authority.”*

Considering that no vision can be achieved without people, interviewees were asked who needs to know about vision: *Who are the people who need to know about your vision to change?*

Most interviewees listed four categories of people who need to know about the vision. These categories include: all staff (64%), leaders (36%), supervisors (14%), and expertise in change plan team (21%). Nine participants stated that all staff should know about the vision. Most interviewees had the same opinion that all members of the organisation must be aware of the vision and they must consider themselves important factors towards achieving the vision. MM4 thought that any employee who works under the umbrella of the organisation needs to know about the vision. However, the knowledge delivered to employees will differ depending on their positions and roles within the organisation, as TM1 confirmed when stating that knowing about the vision is not for particular persons, but for all MOI employees depending on their job level and knowledge. TM1 stated:

*“Everyone in the organisation, without exception, at all levels and depending on job level and knowledge required of him, however, knowing the vision by employee induces challenges and pride to achievement.”*

Five interviewees mentioned leaders as the people who need to know about the vision to change. One of the interviewees supposed that all leaders at all job levels in the ministry, especially those at executive level, must know about the vision. TM6 further added:

*“...we have three administrative levels. Leadership level has sufficient knowledge. I think that there must be focus on the executive level to engage with the work of upper levels to achieve the vision.”*

MM2 and TM2 stated that besides leaders, supervisors are the people who need to know about the vision to change. Other interviewees mentioned that experts and those with specialities in the organisation are the people who need to know about the vision to change.

However, change and implementation of vision can be influenced by behaviours despite enabling and engaging whole organisation. In any organisational change effort, there are



always factors that support or hinder the change management. To explore these factors, the interviewees were asked the following question: *What systems, behaviours, and beliefs do you think are hindering or supporting change?* The hindering and supporting factors identified by interviewees are shown in Figure 4.6.

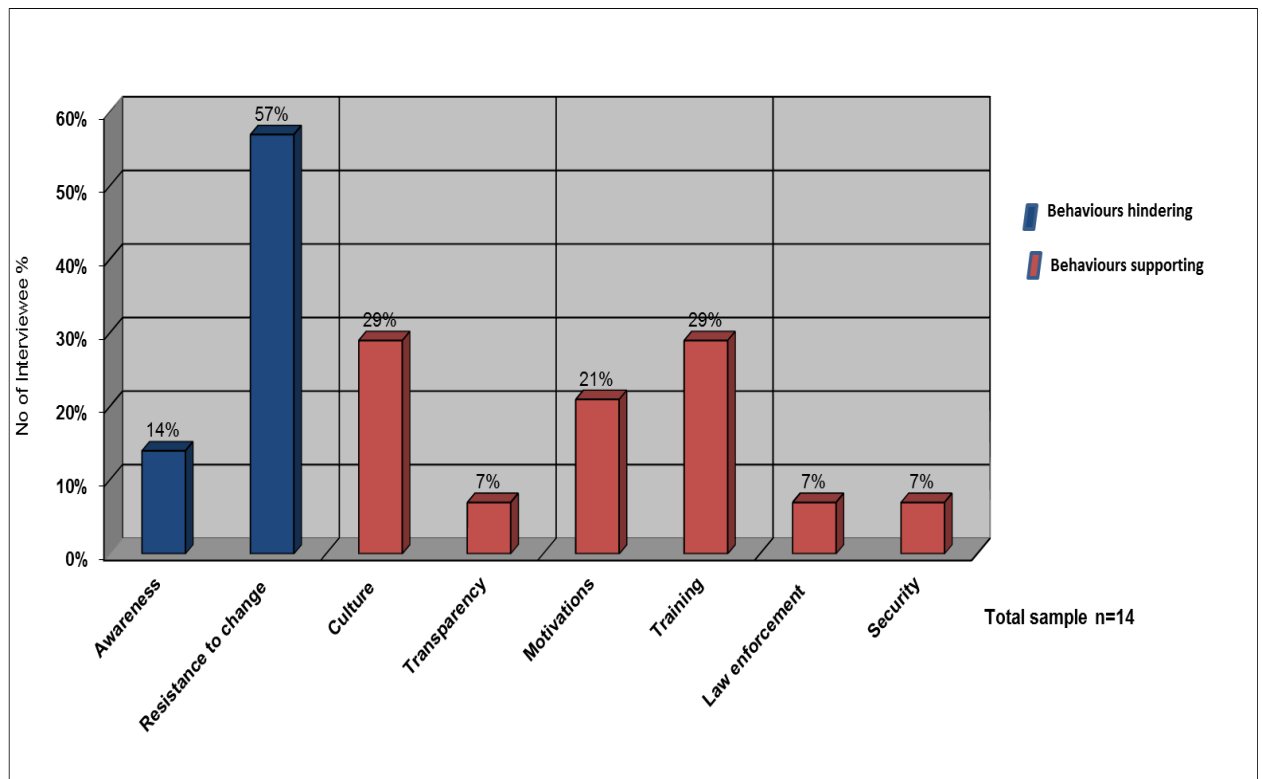


Figure 4.6: Factors hindering or supporting change

As shown in Figure 4.6, the hindering factors MOI interviewees identified were awareness (14%, 2Nr) and resistance to change (57%, 8Nr). Supporting factors interviewees identified were culture (29%, 4Nr), transparency (7%, 1Nr), motivations (21%, 3Nr), training (29%, 4Nr), law enforcement (7%, 1Nr), and security (7%, 1Nr).

TM4 stated that the lack of understanding of the vision and the ways the vision is implemented are considered a burden amongst workers. Likewise, MM1 had the same view that awareness about the vision and overlooking the vision and its long- and short-term benefits are amongst the greatest obstacles to achieving the goal.

Interviewees made the point that resistance to change is a considerable obstacle, emphasising that resistance to change is one of the factors severely hindering change

because most resistance is manifested indirectly by people not completing tasks on time. MM2, MM6, MM7, TM2, and TM3 all claimed that resistance hinders any form of change, but with continuity and training, resistance can be overcome. TM1 suggested that resistance to change can be avoided by the presence and involvement of leaders and the head of government to stimulate everyone, reduce resistance, and create a positive environment that supports the vision. For example, TM5 explained how the MOI began to change and how resistance to change was converted to support for vision and change. TM5 stated:

*“...Resistance to change is hindering, but the fact that the Ministry began to change since more than 15 years, so we have experience in how to convert resistance to support vision and change, through motivation and support of the commanders.”*

Furthermore, TM6 talked from his experience about this point:

*“...there is resistance to change in behaviours such as delaying work duties from few employees, but this can be eliminated through training and developing skills.”*

MM2 declared that support of change can be enhanced by spreading the culture of institutional excellence. This is compatible with the view of MM5, who explained that the MOI needs to raise awareness about the organisational culture between departments and members. However, another interviewee specified that building the culture and practising within the organisation helps to support change. MM3 was the only interviewee who mentioned transparency as a factor that would support change, and in addition mentioned motivation is important in the MOI to achieve change and the vision. TM1 said presenting excellence awards can also be a motivation:

*“...ambition and positive as well as the training and staff excellence awards for employees and for ministries is the reasons of achieving the vision.”*

TM4 stated that support for change can be increased through awareness about the vision and through plans, motivation, and rewards. Four interviewees mentioned that training is supportive of change. MM7 specified that if the leadership or the people responsible for change are qualified and trained, implementing change is easier. MM6 noted that

focussing on self-development of members to support the vision and renunciation of negative behaviours is a factor for supporting change. TM3 mentioned law enforcement, amongst other factors, as key to influencing or supporting change. TM3 stated:

*“Patriotism, loyalty, and mutual respect between leadership and citizens and law enforcement are factors that support the application of the vision.”*

Results therefore indicate that several factors were identified and discussed by the interviewees regarding the theme of enabling and engaging the whole organisation. Some of the factors mentioned that relate to this theme are how to communicate, with whom to communicate, and who communicates. Though most of the discussions were centred around how things should be done, rather than on how things are being done, the responses presented reveal the state of things in the MOI. Furthermore, empowering others to act on the vision, and generating short-term wins were also discussed in relation to the points on communicating the vision.

Findings in this section indicate that challenges exist in form of hinderances to change in the LEA. Factors such as lack of awareness of the vision that informed change, limited understanding of change initiatives, and lack of training are some of the key factors identified in this section that are frustrating and are preventing the MOI from enabling and sustaining an environment for change. References to sustaining change in this section link with the theme of sustaining the change discussed in the next section.

#### **4.3.3 Sustaining the Change**

The theme of sustaining the change deals with improvements during implementation of the vision. To better understand activities in the MOI that relate to consolidating improvements and producing more change results as well as to anchoring new approaches in the culture, interviewees were asked the following question: *What are the practices that are used to empower employees at all levels to lead plans of change?*

Interviewees identified six practices: awareness (14%, 2Nr), culture (36%, 5Nr), incentives (14%, 2Nr), training (64%, 9Nr), continues development (29%, 4Nr), and leadership support (36%, 5Nr). Figure 4.7 shows the practices that consolidate

improvements, that ensure results are produced, and that improve culture and attitude towards change.

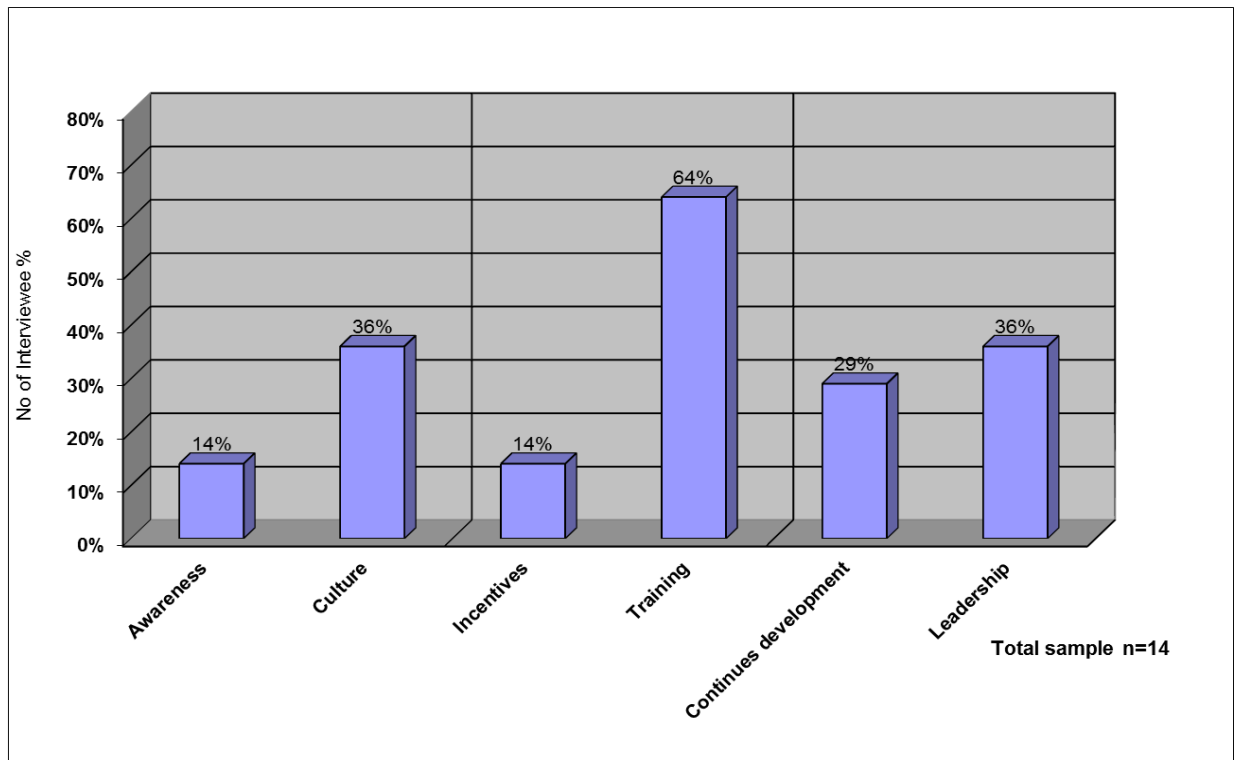


Figure 4.7: Consolidating factors in change management

TM1 stated that creating a sense of the importance of the work empowers employees to lead change plans effectively. MM1 further clarified:

*“...staff awareness and belief in the importance of change is significantly important to the organisation vision success. And that’s achieved via maintaining close relationship between the organisation members and leadership competencies within the organisation, in addition to the fulfilment of organisation members’ needs and the spread of a change acceptance culture.”*

Five of the interviewees mentioned that empowerment could be done through the dissemination of a culture that accepts change in innovative ways within the organisation. TM6 stated that dissemination of culture, stimulation and results of change are important practices that empower employees at all levels to lead plans of change towards results and to initiate new approaches in change culture. MM4 mentioned incentives are used for this and specified:

*“...through incentives and creation of a positive competitive atmosphere between staff in the departments and sections to create an environment of excellence and creativity.”*

Nine interviewees mentioned training is a practice that is used to empower employees, stating that developing and implementing plans of a training system and for rehabilitation of human resources within the organisation empowers employees to expand and ensures continuous improvement in change. Another interviewee believed training can be used to manage the change plans and can work on it. Likewise, another interviewee suggested intensive training programmes specialised in driving change and applied the best mechanisms to work effectively. Moreover, some interviewees pointed to continuous development and creating a positive environment, as they measure the happiness of staff by how well they perform in achieving work.

Five interviewees mentioned leadership support is essential to empowering the MOI workforce to lead plans of change. In this context, interviewees MM6 and MM7 pointed to support of the organisation’s leadership and having faith in its ability to impose change and impose an atmosphere of acceptance of continuous change. From another point of view, TM3 mentioned collaboration and creating social communication between the leaders and staff. TM3 stated:

*“...the interaction of the leaders amongst staff and intensification of training and creating a social communication between leaders and employees will support change.”*

TM4 and TM7 had the same attitude, which is that support and motivation of leadership and spreading a culture of change will reflect on the change progression.

Interviewees were also asked the following question: *In your opinion, what is the best way to achieve constant effort and keep urgency of change high?* Interviewee responses highlighted different methods that can be used to achieve constant effort and sustain change, including: training (43%, 6Nr), guiding (21%, 3Nr), transparency (14%, 2Nr), assigning employees in change team (7%, 1Nr), devolution of powers (14%, 3Nr), culture (29%, 4Nr), and motivation (29%, 4Nr). Results are presented in Figure 4.8.

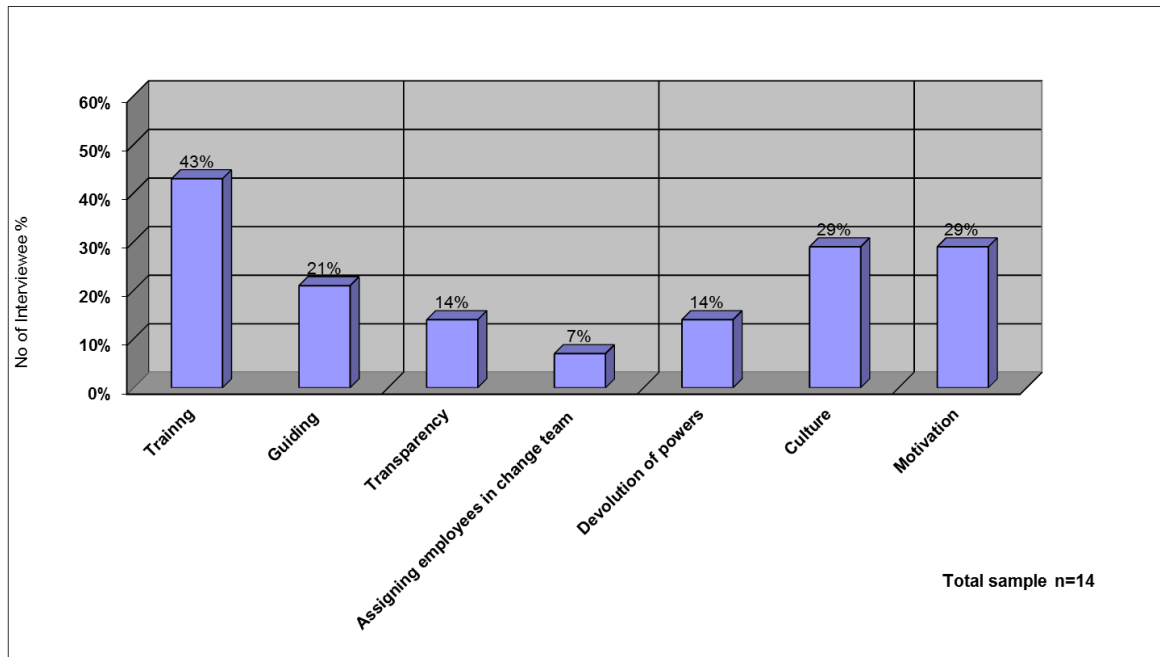


Figure 4.8: Ways to anchor change and sustain culture.

These findings reveal that the majority of interviewees mentioned continued training and developing a training system as one of the best ways to achieve constant effort and keep urgency of change high. Assigning employees to a change team and devolution of powers were also mentioned as the best methods to achieve constant effort and keep urgency of change high. In this regard, MM1 and MM2 mentioned that gradually assigning the employees to change management plans will make them work effectively as well as allow the organisation members to participate in decision-making. MM1 cited guiding each individual towards change as well as embedding a culture of transparency across the organisation. Moreover, TM6 stated that MOI leaders and staff should talk about the challenges facing the country and this will help:

*“...to give importance to meet leaders and employees at the organisation's celebrations and talk about the challenges that are facing the country in security, and that every employee is a partner in success, and organising the global events is our major task and we are partners in success.”*

Four interviewees mentioned spreading culture as the best way to achieve constant effort and keep urgency of change high. MM3 suggested using internal media to spread the culture of change and stated:

*“...the deployment of the culture and concept of change alongside studying the internal environment of the institution thereafter creates a work schedule for the required change with its pros and cons.”*

Four interviewees cited motivation as a way to achieve constant effort and keep urgency of change high. TM4 stated that motivating staff and constantly creating challenges helps to achieve constant effort and keep urgency of change high. TM4 also stated that if everyone believes that the change is for the better, this is reflected in the work environment and creates this feeling permanently.

Anchoring new approaches in the culture is a serious stage for ensuring that the new changes the organisation has reached are lasting. New changes will not last unless the leaders in change adjust the organisation to support the new culture of change. Therefore, anchoring the new change comes at the end of the model. Therefore, interviewees were asked questions concerning the following: policies and actions that make new changes a part of standard practice, and practices that ensure that the changes become part of new culture. The first question interviewees were asked regarding this theme was as follows: *What policies and actions are needed to build the change and make it part of standard practice?*

Interviewee responses to this question highlighted the following practices and actions: awareness, acceptance of changes, culture, measure performance, development of work, and executive plans. Figure 4.9 illustrates these results.

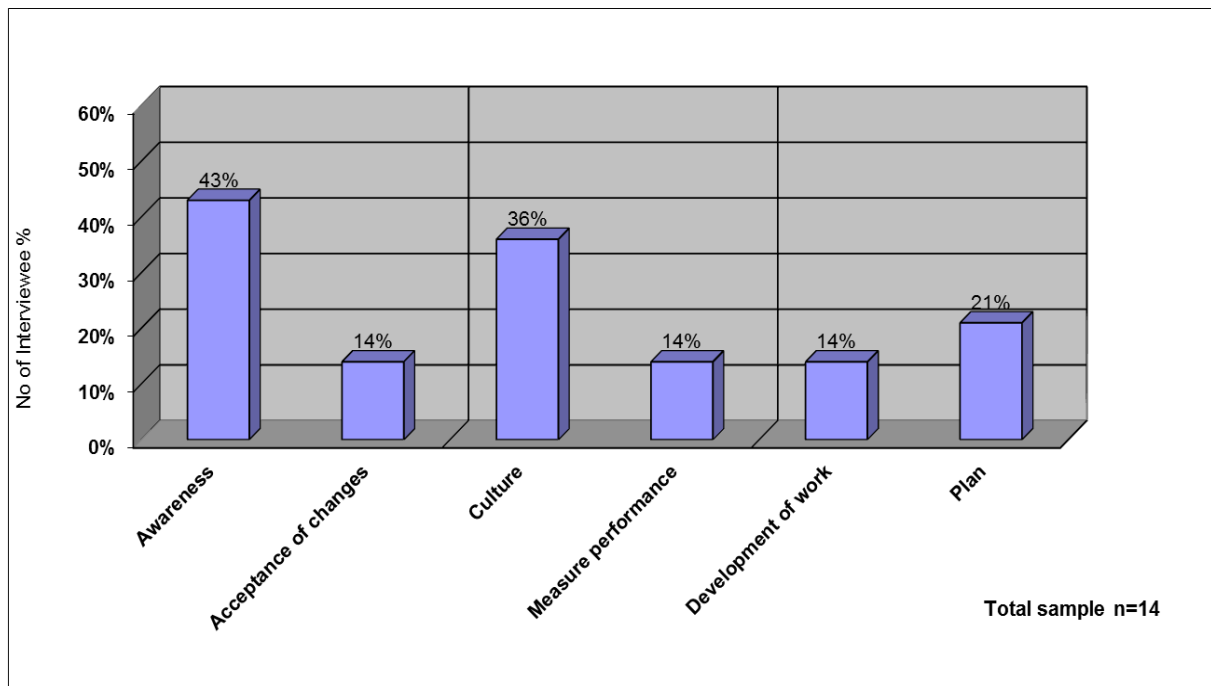


Figure 4.9: Anchoring approaches

As shown in Figure 4.9, nearly half of the interviewees (43%, 6Nr) cited awareness. Slightly fewer interviewees (36%, 5Nr) cited culture as a method that need to build the change and make it part of practice. In the case of awareness, interviewees believed that raising awareness about the importance of change to all sectors of the organisation, whilst including education and training for all staff with the distribution of authority in the executive level would build change and make it a part of standard practice. MM7 asserted:

*“...raising awareness about the outcomes and results of change on all levels whilst launching training, will build the change and make it part of standard practice.”*

TM1 suggested that dissemination of a culture of change and tracking results periodically is a vital way. TM1 stated:

*“...change, when it became an essential part of a job, would be culture practices on a daily basis; therefore, it must be including change plans as job duties. However, establishing new culture amongst workers is difficult and takes time, but it is not impossible, as it can be promoted via a job rotation policy that is applied amongst all departments gradually so that it moves to a new manager and new job, which would give incentive to make new achievements.”*



Regarding acceptance of change, the results reveal that change individuals tend to be generally receptive to change initiative but may not necessarily reflect the overall performance of the organisation in relation to change initiative. It is also undeniable that the future vision is shared or communicated across the organisation, elements of self-empowerment that create a motivating environment is also evident from activities described by the interviewees. However, these are views that could not be substantiated through ongoing evidence or examples within the LEA. Furthermore, two participants, MM4 and MM6, mentioned using performance measures and indicators to track and assess the results of the change process, plus developing work programs and associating change. The same two interviewees also cited executing plans in stages on an annual basis adopting a clear methodology for change and renewal of work policies, and supporting building the change and making it part of standard practice.

Interviewees were also asked the following question: *What practices will ensure that the changes made and delivered become part of the new culture?* Interviewee responses to this question highlighted the following practices: monitoring organisation members, continuous development in human resources, create new challenges, and training and culture. Figure 4.10 shows the practices that ensure the changes will become part of the new culture.

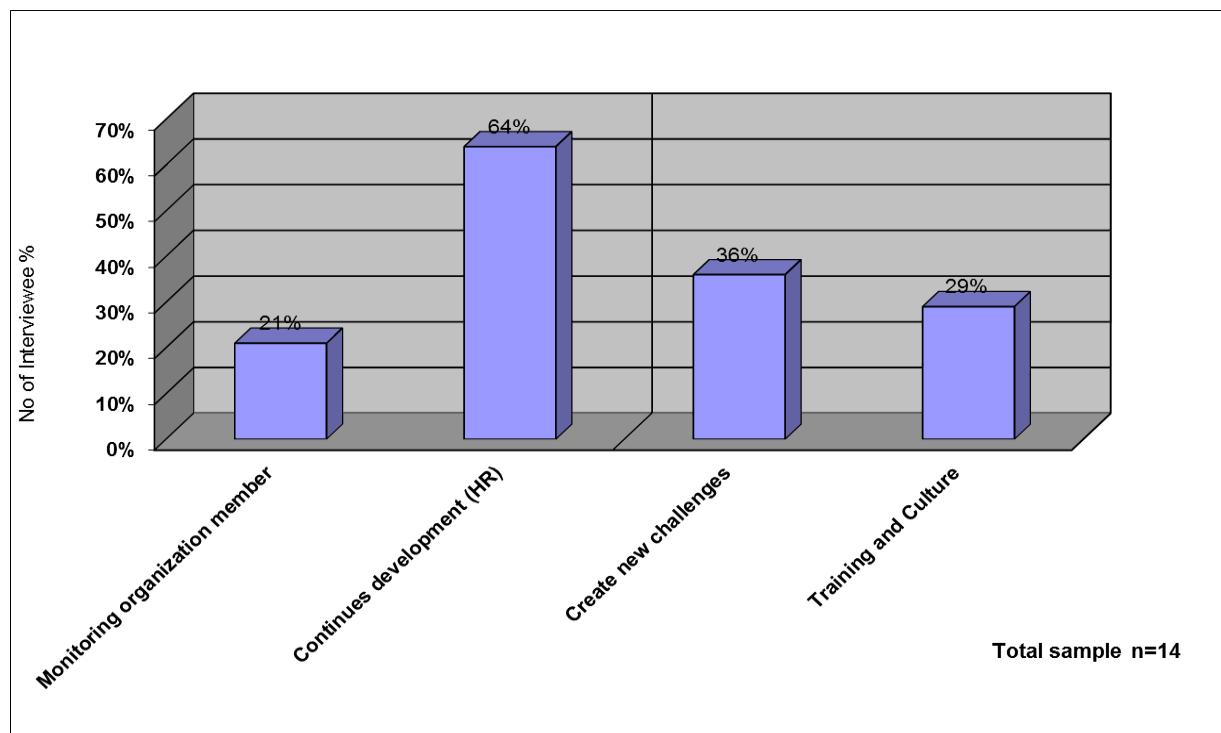


Figure 4.10: Practices that make change part of the new culture

Most interviewees (64%, 9Nr) mentioned various aspects of continuous development, such as developing a human resources plan to attract new staff and experts to integrate with the new culture, developing the work tasks and job descriptions, developing a work system, implementing plans to improve continually, spreading a culture of development continuously, creating a new idea of competition and persistence linked to a systemic stimulation system, and developing and enabling youths in a human resources. These development aspects, as suggested by interviewees, will ensure that the changes that have been delivered become part of the new culture.

Three of the interviewees (21%, 3Nr) declared that monitoring organisation members is a practice that will ensure that the changes that have been delivered become part of the new culture. MM4 mentioned that continually monitoring the organisation members, setting an example for them to follow, and introducing practices that change the values and behaviours of the organisation members can make sure changes become part of the new culture. Also helpful in making sure the changes become part of the new culture would be employing a motivated administrative approach, preventing old behaviour, and incorporating training for the new change within the organisation.

Five interviewees considered creating new challenges as a practice that would ensure the changes that have been delivered become part of the new culture. TM3 stated:

*“By creating a new challenge for employees and make the change persistent work style through application of rotation mechanism between the various departments, changes become part of the new culture.”*

Four interviewees cited consolidation of the new culture and turning it into a practice and duty of each member as well as using a sophisticated training system to keep pace with the new culture.

Therefore, it can be inferred that an attempt is being made to embed the change initiative in the culture of LEA through training, monitoring staff, continuous development, and creating new challenges. However, discussions with interviewees suggest that these activities are not yet firmly in place or fully undertaken in the organisation. Regardless, it is fair to imply that change in this sense is sustained by creating new challenges for staff and not necessarily by measures put in place to ensure that the whole organisation is

committed to the vision of change and the changes initiated. Thus, this gap and vagueness surrounding the last stage of the conceptual framework (sustaining the change) is discussed in terms of its implications in the next chapter.

#### **4.3.4 Summary of Interview Findings**

Interview findings reveal that top-level management and middle-level management have good knowledge and understanding of change, and they are aware of its importance because the world is constantly changing so change is inevitable. Considering that the UAE seeks excellence in all areas, the sense of change was found to be high in all interviewees.

Findings also expose that the performance within the MOI is satisfactory; however, there are some areas that need improvement, such as human resources, electronic services, and security systems. In addition, findings reveal that there is a sense of urgency in change. This was confirmed by top-level and middle-level management officials. The results also reveal a younger workforce with sufficient skills and experience that can lead the change within the organisation. Findings further show that there is a long-term strategic plan and vision formed. References to the strategic plan and vision varied from being the best in security and safety globally to creating a sophisticated security model to ensure the future of the UAE. There was also mention of a vision of excellence in the performance and the services that the MOI offers to its people.

Furthermore, findings showed MOI management believes creating short-term wins can avoid damage to change momentum and help keep the organisation engaged. The policies, actions, and practices management believe will ensure that changes become part of new culture were as follows:

- Continuous development in human resources
- Spreading the culture of change
- Awareness about the importance of change
- Measuring performance indicators to track and assess change process results
- Executing plans in stages on an annual basis and adopting a clear methodology for change and renewal of work policies.
- Consolidation of the new culture and training

It can be concluded from the above findings that there is full understanding of the importance of change in the UAE, which is not surprising as the general environment of this country seeks to be at the forefront and exhibit excellence in all directions. It is worth mentioning that these qualitative findings will be discussed comprehensively in the next chapter and will be linked to previous studies discussed in the literature review.

#### 4.4 Survey Findings and Analysis

This section presents findings relating to the themes of creating an environment for change, enabling and engaging the whole organisation, and sustaining the change derived from survey data. Creating an environment for change questions assessed four elements of the theme, enabling and engaging the whole organisation questions assessed three elements of the theme, and sustaining the change questions assessed two elements of the theme.

##### 4.4.1 Creating an Environment for Change

Low-level management employees of the MOI were asked the following question: *Are you satisfied with the current status and performance level of the organisation in relation to its mission and goals?* Possible responses ranged from “strongly satisfied” to “absolutely not satisfied.” Table 4.3 presents the results.

*Table 4:3: Performance level of MOI in relation to its mission and objectives*

		Frequency	Valid Percent	Cumulative Percent
Key	<b>Absolutely not satisfied</b>	9	3.1%	3.1
	<b>Not satisfied</b>	25	8.6%	11.7
	<b>Neutral</b>	64	22.1%	33.8
	<b>Satisfied</b>	136	46.9%	80.7
	<b>Strongly satisfied</b>	56	19.3%	100.0
<b>Total</b>		290	100	

As shown in Table 4.3, 47% of respondents were “satisfied” and 19.3% were “strongly satisfied.” On the other hand, 8.6% were “not satisfied” and 3.1% were “absolutely not satisfied.” Additionally, 22.1% of respondents were “neutral.” These findings indicate

that the views of respondents vary on performance level and achievements of change initiatives in MOI.

Respondents were also asked the following question relating to public perspective of MOI performance: *In the past have you received any messages about your performance from the public and different stakeholders?* There were two possible responses to this question: yes or no. Table 4.4. presents the results.

*Table 4.4: Public and stakeholder rating of MOI performance*

		Frequency	Valid Percent	Cumulative Percent
Valid	No	55	19.0%	19.0
	Yes	235	81.0%	100.0
	Total	290	100.0	

As shown in Table 4.4, a significant portion (81%) of respondents confirmed that they had received feedback about their performance from their different stakeholders, whilst only 19% had not confirmed that they had not received feedback about performance. Respondents were also asked the following question regarding the nature of the feedback: *what types of messages did you receive about employee performance from different stakeholders?*

Table 4.5 presents the kinds of messages respondents received from the public about MOI performance.

*Table 4.5: Public messages on MOI performance and change management*

No	Statements	Frequency	Percentage
1	Complaints about delays in services	52	15.7%
2	Complaints about the placement of training courses and employee promotion	58	17.5%
3	Suggestions for development tendering for projects of the MOI	61	18.4%
4	Suggestions for improving and facilitating public services	61	18.4%

5	Suggestions for improving the maintenance system of the constructions of the MOI	45	13.6%
6	Messages of thanks and appreciation and gratitude for excellent performance	55	16.6%
	Total Responses	332	100.2%

As shown in Table 4.5, the frequencies of complaints versus suggestions versus expressions of appreciation offered by stakeholders and the public were relatively homogeneous. The total for this question is more than number of respondents because it is a question that allows respondents to provide multiple answers. Of the total 332 reported messages, suggestions for development tendering for projects of the MOI and for improving and facilitating public services were equally reported and most frequent (61; 18.4%) when compared with other kinds of feedback. This was followed by complaints about the placement of training courses and for promotions, which had a frequency of 58 (17.5%). The kinds of feedback received least frequently were suggestions for improving the maintenance system of the constructions of the MOI (45; 13.6%). Figure 4.11 shows the frequencies or record of messages that rates performance of MOI in relation to change management.

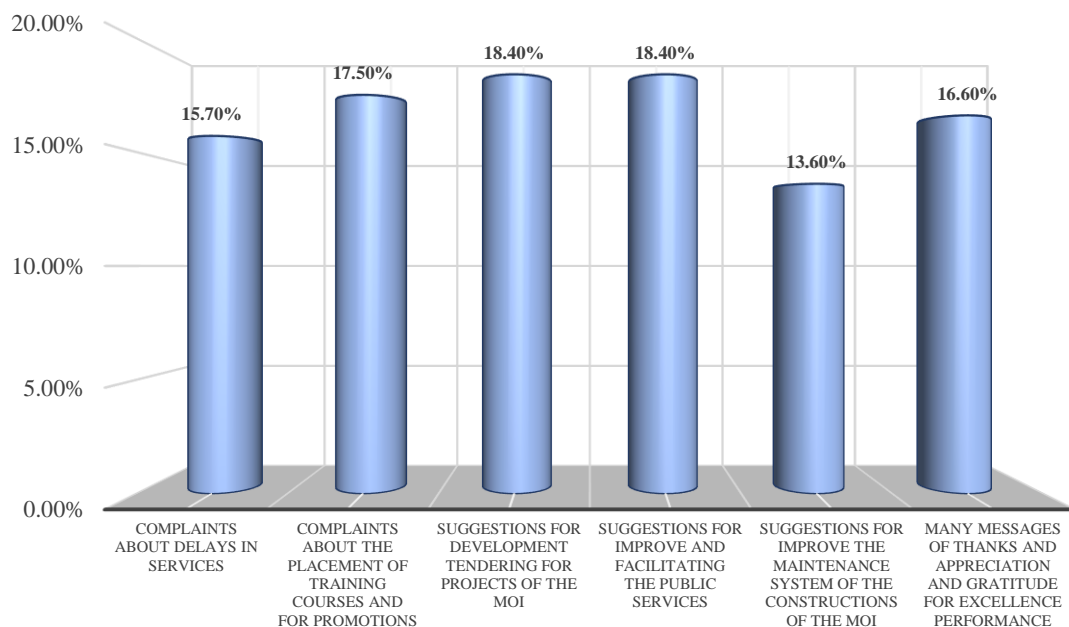


Figure 4.11: Messages received about performance from different stakeholders/public

To investigate urgency of change, respondents were asked the following question: *how satisfied are you with the current performance and urgency regarding change in your organisation?* This question was asked to determine low-level management employees' levels of satisfaction with the MOI's current performance. Table 4.6 presents the results.

*Table 4.6: Satisfaction with LEA current performance and urgency regarding change*

		<b>No</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Valid	<b>Absolutely Not Satisfied</b>	9	3.1%	3.1
	<b>Not Satisfied</b>	33	11.4%	14.5
	<b>Neutral</b>	32	11.0%	37.6
	<b>Satisfied</b>	149	51.4%	89.0
	<b>Strongly Satisfied</b>	67	23.1%	100.0
	<b>Total</b>	290	100.0	

As shown in Table 4.6, more than half (74.5%) of the respondents were either “satisfied” (51.4%) or “strongly satisfied” (23.1%) with the LEA's current performance and urgency regarding change. On the other hand, less than 15% of respondents were either “not satisfied” (11.4%) or “absolutely not satisfied (3.1%). A mere 11% of respondents were “neutral” regarding current performance and urgency regarding change. Figure 4.12 shows the rating for change urgency performance and assessment.

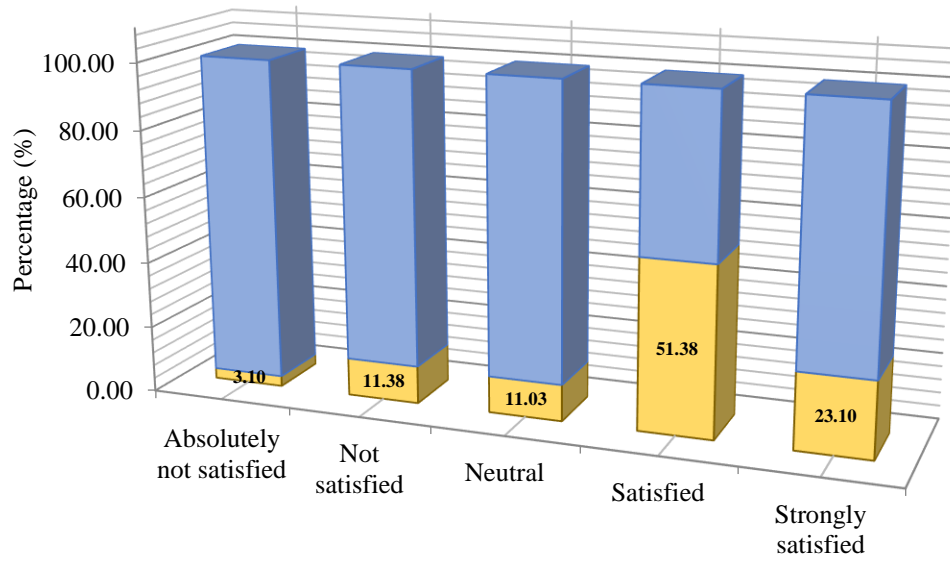


Figure 4.12: Change urgency performance and assessment

Figure 4.12 indicate that more respondents at 51.38% and 23.10% combined are generally satisfied with the sense of urgency created regarding change. To investigate whether the MOI was providing a guiding coalition, respondents were asked the following question: *Currently, are there people with leadership skills, expertise, and strong positional power to champion and support change initiatives?* Results are presented in Table 4.7.

Table 4.7: Status of guiding coalition in LEA

		Frequency	Valid percentage	Cumulative percentage
Valid	<b>Strongly Disagree</b>	0.0	0.0%	0.0%
	<b>Disagree</b>	16	5.5%	5.5%
	<b>Neutral</b>	66	22.8%	28.3%
	<b>Agree</b>	161	55.5%	83.8%
	<b>Strongly Agree</b>	47	16.2%	100.0%
	<b>Total</b>	290	100.0	



As shown in Table 4.7, slightly less than 72% of all respondents either agreed (55.5%) or strongly agreed (16.2%) that the MOI currently has people with leadership skills, expertise, and strong positional power. Very few respondents disagreed (5.5%) with the statement, whilst none of the respondents strongly disagreed (0.0%). However, slightly less than 23% of respondents were neutral as indicated in Table 4.7. Forming a vision and forming initiatives is important to the change practice. In addition, the vision should be clear, specific, and easily understood. Therefore, respondents were asked the following question: *Does your organisation have specific vision for the future?* Results are presented in Table 4.8.

*Table 4.8: Statistics of certain view or vision of MOI's future*

Statement	Yes		No	
	Frequency	Percentage	Frequency	Percentage
	246	84.8%	44	15.2%

As Table 4.8 shows, the majority of the respondents (246, 84.4%) answered “yes.” Only 15.2% of respondents answered “no.” The answer to this question reveal that visions were relatively homogeneous and symmetrically distributed. The most frequently reported vision was achieving the ministry’s strategic goals and put forward plan for ministry for 2030. Most believe visions communicated by the government were support transparency and corporate governance commitment (15.1%) and leaders communicate vision with the utmost objectivity and impartiality. On the other hand, the vision to achieve a society free of crime was the least frequently reported vision (46, 11.2%). Figure 4.13 shows the assessment of LEA vision and change environment.

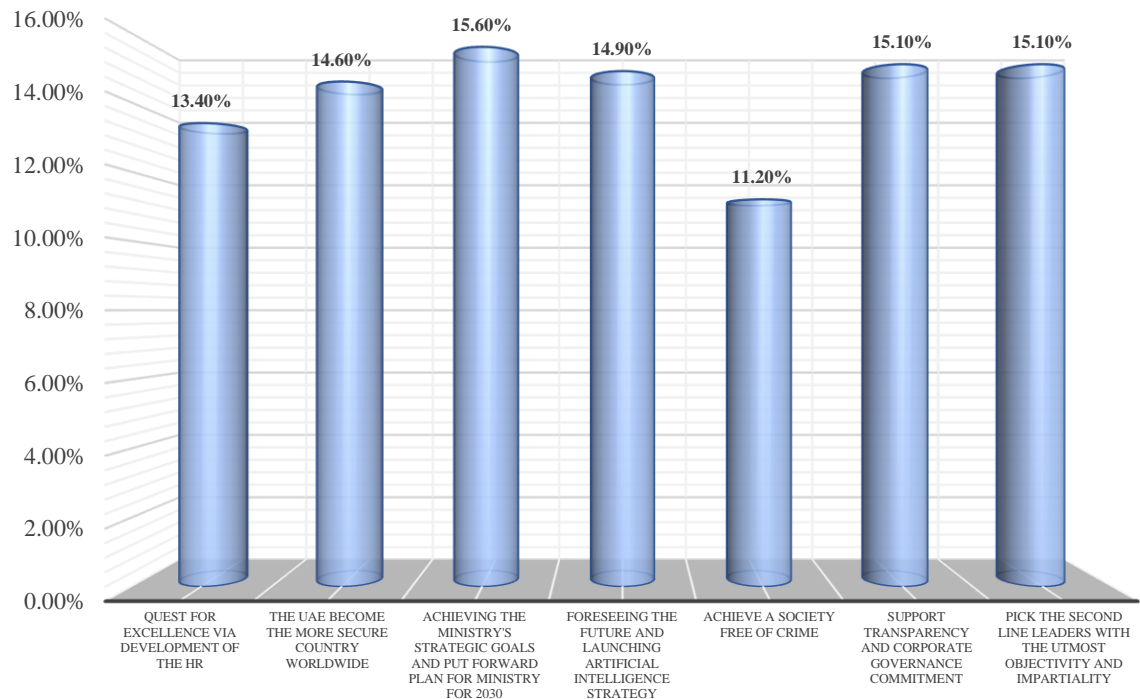


Figure 4.13: Assessment of LEA vision and change environment

Figure 4.13 summarises the status of change management in the LEA. In summary, this section has shown that there is a good environment for change in the MOI, but the performance of change needs to be improved. Though there is sense of urgency regarding change, the coalition for change and assessment of change environment by the staff and public shows that steps need to be taken.

#### 4.4.2 Enabling and Engaging the Whole Organisation

Communicating the vision is a significant stage in change management because the vision describes certain goals for the organisation's future. Consequently, the vision has to be communicated in a way that explains the specific vision and the plan of action for reaching it. This will motivate, clarify, and focus the work. Thus, to investigate this theme, respondents were asked the following question: *In your opinion what needs to happen to better implement change in the future?* Respondents were able to indicate the extent to which they agreed or disagreed with the following three statements:

- People knowing and understanding the vision
- Building a critical mass of people to support the new vision
- Developing a unified plan supporting by electronic programmes

Results are shown in Table 4.9.

Table 4.9: Enabling environment for communicating the vision

Statements	Strongly Degree	Disagree	Neutral	Agree	Strongly Agree	Mean	SD
People knowing and understanding the vision	0.7%	14.5%	22.1%	38.3%	24.5%	3.71	1.01
Building a critical mass of people to support the new vision	4.5%	7.2%	14.5%	43.8%	30.0%	3.88	1.18
Develop a unified plan supporting by electronic programmes	4.8%	16.2%	15.2%	34.5%	29.3%	3.67	1.33

As shown in Table 4.9, 62.8% of respondents either agreed or strongly agreed with the statement “people knowing and understanding the vision.” Slightly less than three quarters of respondents (73.8%) either agreed or strongly agreed with the statement “building a critical mass of people to support the new vision,” whilst 11.7% either disagreed or strongly disagreed. In terms of “develop a unified plan supporting by electronic programmes,” 63.8% either agreed or strongly agreed. respectively, with an average of 15.9 per cent of the whole respondents to the survey. The percentages of respondents who were neutral regarding these statements were relatively high.

These findings influenced the next set of questions which related to the theme of empowering others to act on the vision. Empowering others to act on the vision is an important step towards actual change. This empowerment can be reached by removing obstacles for change (e.g., the ways of thinking employees are accustomed to) so employees can perform according to the vision. Respondents were therefore asked the following question: *How are staff empowered to act on the vision and change initiatives?* Respondents were able to indicate the extent to which they agreed or disagreed with the following three statements:

- Removing any obstacles for new vision
- Encouraging acceptance of risk
- Training for individuals

Results are shown in Figure 4.14.

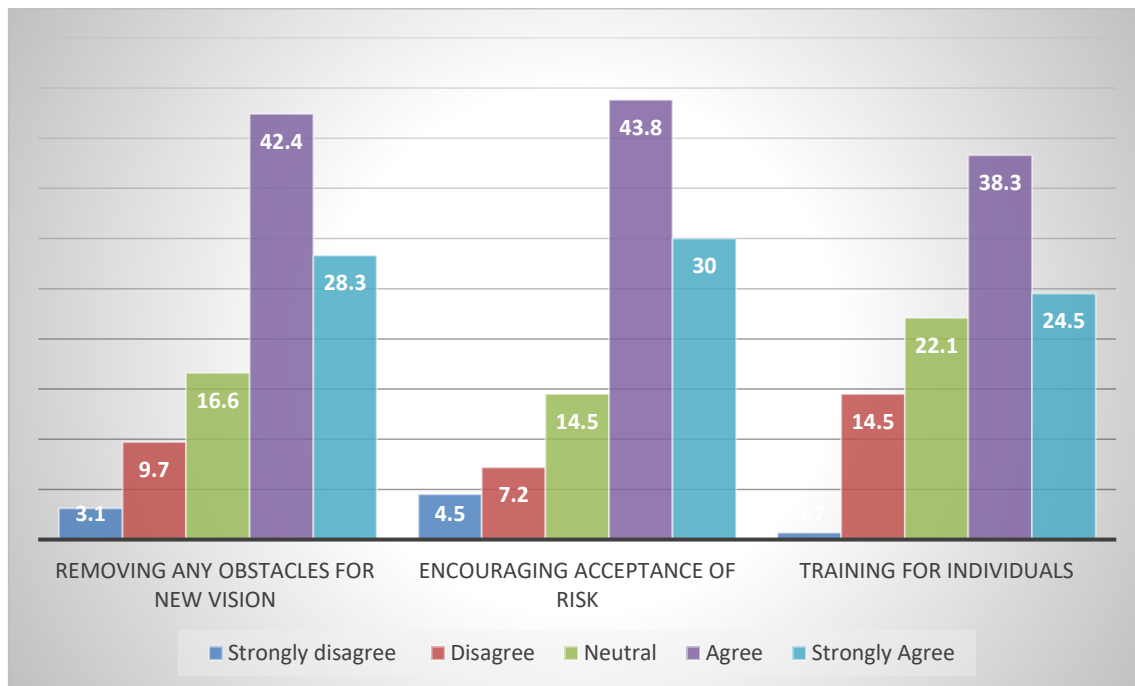


Figure 4.14: State of empowerment to act in LEA

As shown in Figure 4.14, 62.8% of respondents either agreed or strongly agreed with the statement “training for individuals.” Almost three quarters (73.8%) of respondents either agreed or strongly agreed with the statement “encouraging acceptance of risk,” whilst only 11.7% either disagreed or disagreed strongly. Only 15.2% of respondents either disagreed or strongly disagreed with the statement “training for individuals.” Neutrality was relatively high, with 22.1% being neutral about training, 14.5% being neutral about encouraging acceptance of risk, and 16.6% being neutral about removing obstacles.

In order to sustain the strength in the change process over time, short-term wins must be generated by the leadership and the guiding coalition for change, as lacking some initial successes will reduce the momentum for change. Therefore, respondents were asked the following question: *Celebrate of short-term wins will increase momentum of change if implemented and eliminate organisational discouragement amid the slow step of lasting major change. So, to what extent do you agree with generating short-term wins for enabling change in LEA?*

Respondents were able to indicate the extent to which they agreed or disagreed with the following statements:

- Learn and apply from our early successes, or from where things are working well

- See the changes to date being celebrated, feel the momentum and then want to act
- Become a changed team with renewed motivation for the task, inspiring others to act
- Have confidence that the change plan is based on concrete evidence

Results are shown in Table 4.10.

*Table 4:10: Enabling for generating short-term wins in MOI*

<b>Statements</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>
Learn and apply from our early successes, or from where things are working well	4.1%	12.8%	18.3%	38.6%	26.2%
See the changes to date being celebrated, feel the momentum and then want to act	3.1%	9.7%	16.6%	42.4%	28.3%
Become a changed team with renewed motivation for the task, inspiring others to act	2.8%	13.1%	20.3%	38.3%	25.5%
Have confidence that the change plan is based on concrete evidence	3.8%	14.5%	20.3%	36.6%	24.8%

As shown in Table 4.10, 61.4% of respondents either agreed or strongly agreed with the statement “have confidence that the change plan is based on concrete evidence,” and less than 71% either agreed or strongly agreed with the statement “see the changes to date being celebrated, feel the momentum and then want to act.” On the other hand, 12.8% of respondents either disagreed or strongly disagreed with the statement “see the changes to date being celebrated, feel the momentum and then want to act,” compared to 18.3% for the statement “have confidence that the change plan is based on concrete evidence.” The percentages of respondents who were neutral towards these statements was relatively high, ranging from 16.6% to 20.3%, in comparison to those who disagreed.

Therefore, it can be inferred from this section that besides building on success of change, there is no distinct pathway in place for implementing change or enabling and engaging the whole organisation for change. Answers selected varied in percentage, indicating that

individual views prevailed more than a general norm that exists that people are trying to explain or agree to. This suggests a gap that needs to be addressed, and this will be further discussion when all results have been combined.

#### **4.4.3 Sustaining Change in LEA**

This section is concerned with improvements during the implementation of the change or vision of change. Though there is always resistance even when the first phases of change are successful, hidden resistances can emerge and reduce the momentum of change. Therefore, respondents were asked the following questions relating to consolidating improvements and producing more change results:

- *How is change consolidated in MOI or in your police department?*
- *How does improvement help to produce the results intended by change initiative and how are results sustained?*

Respondents were able to indicate the extent to which they agreed or disagreed with the following statements:

- By refreshing the method with new missions
- By promoting and developing staff who can implement the vision
- By changing policies that don't support the vision

Results are shown in Figure 4.15.

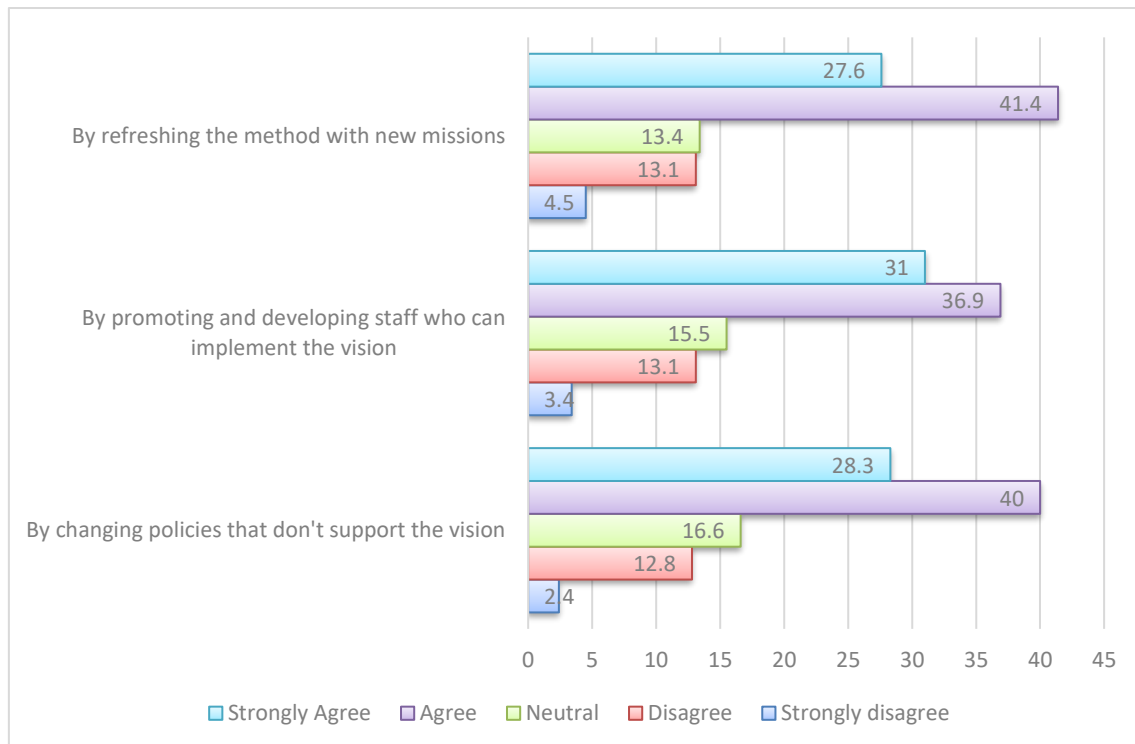


Figure 4.15: Consolidating improvements in LEA

As Figure 4.15 shows, 67.9% of respondents either agreed or strongly agreed with the statement “by promoting and developing staff who can implement the vision,” 69.0% either agreed or strongly agreed with the statement “by refreshing the method with new missions,” and 68.3% either agreed or strongly agreed with the statement “by changing policies that don’t support the vision. Of the respondents either disagreeing or strongly disagreeing, percentages were 15.2%, 16.5%, and 17.6% for changing policies, promoting and developing staff, and refreshing the method with new visions, respectively. Neutrality was relatively high, with an average 15% of respondents being neutral, when compared with those who disagreed. Figure 4.16 shows that “empowering others to act on the vision” is important in the MOI, as is explained based on the average level of response.

Anchoring new approaches in the culture is another stage that is important to sustaining change, and it deals with confirming that new changes in the organisation are accepted and can be sustained. Consequently, respondents were asked the following question regarding anchoring new approaches in the culture:

*How is consistency maintained and how can new approach be sustained?*

Respondents were able to indicate the extent to which they agreed or disagreed with the following statements:

- Strengthen the vision for all the administrative levels
- By ensuring changes that have been delivered become part of the new culture
- By preventing old behaviour from returning

Figure 4.16 presents the results.

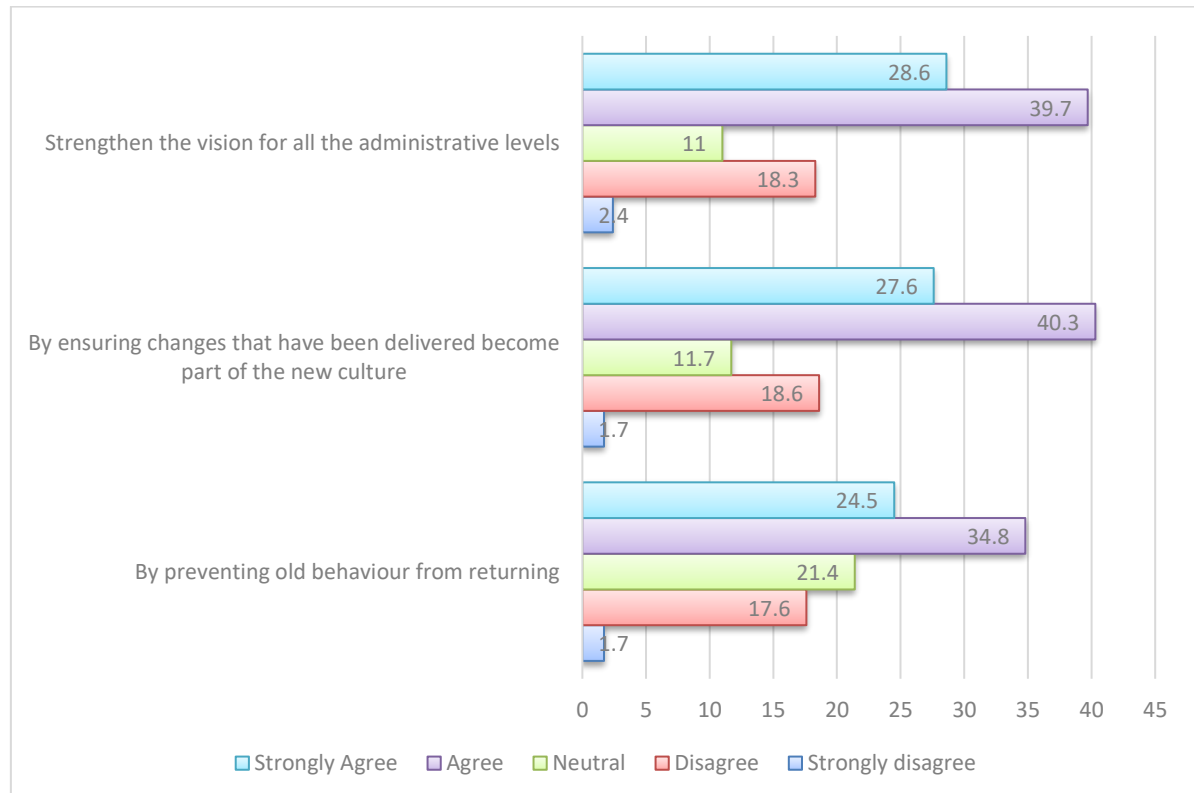


Figure 4.16: New approaches for anchoring change in LEA

As Figure 4.16 shows, 59.3% of respondents either agreed or strongly agreed with the statement “by preventing old behaviour from returning,” 67.9% either agreed or strongly agreed with the statement “by ensuring that changes that have been delivered become part of the new culture,” and 68.3% either agreed or strongly agreed with the statement “strengthen the vision for all the administrative levels.” On the other hand, 19.3%, 20.3%, and 20.7% of respondents either disagreed or strongly disagreed with “by preventing old behaviour from returning,” “by ensuring changes that have been delivered become part of the new culture,” and “strengthen the vision for all the administrative levels,”



respectively. Neutrality was relatively high compared with disagreement, with percentages of 21.4%, 11.7%, and 11.0%.

Therefore, it can be inferred that attempts are being made to explain the concept and current status of change in the LEA. However, it appears this may be clear to some, but not so much to others. This gap emphasises the need for an implementation pathway that everyone understands and is able to use as a basis for explaining, understanding, and implementing change in the LEA.

#### **4.4.4 Summary of Survey Findings**

This section presented the data collected from the survey of low-level management employees in the MOI. Firstly, the data shows that overall, most employees are satisfied with the level of the performance of the organisation in relation to its mission and objectives. In addition, about 81% of employees who responded to the questionnaire confirmed that they had received messages about their performance. The suggestions for development tendering for projects of the MOI and suggestions for improving and facilitating public services were the kinds of messages most frequently received about the performance of the organisation from different stakeholders. However, slightly more than half of employees surveyed were satisfied with the organisation's current performance and urgency for change. The majority (72%) believed that there were people in the organisation that had leadership skills, expertise, and strong positional power.

Even more employees (about 85%) confirmed the presence of a certain view or vision for the future of their organisation, whilst about 75% confirmed that communicating the vision would be through "building a critical mass of people to support the new vision," followed by "developing a unified plan supporting by electronic programmes," and "people knowing and understanding the vision". In regard to how staff were empowered to act on the vision, respondents most frequently agreed that "encouraging acceptance of risk" was a way of empowerment, followed by "removing any obstacles for the new vision," and then "training for individuals."

In terms of the theme of generate short-term wins, most of the survey respondents agreed that generating short-term wins can be achieved by "see the changes to date being celebrated, feel the momentum and then want to act," followed by "learn and apply from our early successes, or from where things are working well," and then "become a changed

team with renewed motivation for the task, inspiring others to act” and finally, “have confidence that the change plan is based on concrete evidence.”

Survey respondents indicated that consolidating improvements and producing more change results was done, in order of frequency of responses, “by refreshing the method with new missions,” “by changing policies that don’t support the vision,” and “by promoting and developing staffs who can implement the vision.” Anchoring new approaches in the culture is the last step in the conceptual framework for change management. The findings related to this theme reveal that employees believed that confirming new changes in the organisation would last could be done by “strengthen the vision for all the administrative levels,” “by ensuring changes that have been delivered become part of the new culture,” and “by preventing old behaviour from returns.”

#### **4.5 Summary of Chapter**

This chapter has presented and interpreted the findings from the semi-structured interviews. Several types of evidence reveal valuable and in-depth facts on change management implementation in the MOI. Also, in this chapter, the findings from survey were also analysed and presented using histograms and percentages, revealing a pattern of information that explains some of the data gathered through the semi-structured interviews. Though initially the test of Cronbach’s alpha was used to test for reliability of data, measures of variation were also used to determine the means and deductions that relate to the research objectives. All findings from the semi-structured interviews and the survey are discussed in the next chapter by classifying them into themes and discussing them in relation to the research objectives.

## **CHAPTER 5: Discussion of Results**

### **5.1 Introduction**

This chapter discusses the findings presented in Chapter Four in relation to the theoretical principles in Chapter Two. The purpose of this chapter is to determine the objectives that have been achieved and to discuss the research questions that have been answered. Establishing and discussing the research results is important to validating the change management framework. This chapter is critical to the validation of framework which is the last objective to achieve. The chapter begins with a summary of the survey and semi-structured interview findings. This is followed by a discussion evaluating the results in light of the research objectives and in relation to conceptual framework and other theories identified in the literature. The implications of the findings are then highlighted before the chapter concludes with a brief summary.

### **5.2 Summary of Findings**

Semi-structured interviews were conducted with 14 middle-level and top-level management MOI employees in the UAE. In addition, a survey questionnaire was administered to 290 low-level management MOI employees. The findings from MOI employees can be summarised as follows:

- Interview findings revealed that the change management pattern in the LEA is driven by top-level and middle-level management employees who have good knowledge and understanding of change required in the organisation.
- Survey findings indicated that performance from previous changes has been mostly satisfactory, but not exceptionally or strongly satisfying (Figure 4.11).
- Interview findings also indicate that excellence, high expectation, sense of urgency, long-term strategic plan, and vision drives the pattern of change management in the LEA. Plans and visions varied from being the best in security and safety globally to creating a sophisticated security model to ensure the future of the UAE.
- Employees have mostly agreed to previous change and have a relative sense of urgency attributed to change in the LEA (Figure 4.13).

- Though overall change performance is satisfactory, improvements are required in human resources, security systems, and services provided through electronic means.
- There are youth with sufficient leadership skills and experience in the LEA.
- Though there are people with leadership skills, quite a number of respondents have no opinion about the current leadership skills for change (Table 4.7).
- Training, motivation, and spreading a culture of change is crucial in order to have more change or for future change to take place.
- It is also noticed that respondents believe the vision and change environment are driven by the strategic goal of the ministry and the 2030 plan (Figure 4.14).
- In terms of enabling environment for communicating vision, most respondents agree that the environment is enabling with a lower percentage strongly agreeing to this current status of things (Table 4.10). In addition to this, the state of empowerment to act in the LEA is mostly average because most agree without strongly agreeing that the environment is favourably strong or empowering (Figure 4.15).
- The condition for sustaining change in the LEA is also rated in a similar fashion to enabling environment for change. It does not appear that the policies for change, staff development to implement change, and adopting methods that enable implementation of the new mission are strong in the LEA (Figures 4.16; 4.17).

These findings reveal that though elements of change management are evident in the MOI, there are gaps or areas of improvement. Overall, change policies, actions, and practices were also identified through the semi-structured interviews. Policies, actions, and practices for change management in the MOI are influenced by the following:

- Continued development in human resources;
- Spread of culture of change;
- Awareness about the importance of change;
- Measure of performance indicators to track and assess the results of the change process;
- Execution of plans on an annual basis but in stage, and adopting a clear methodology for change and the renewal of work policies;

- Consolidation of the new culture and training

Findings reveal that though change management appears to be existing in the MOI, the precise pattern or model adopted is not clear nor similar to any of the models examined in the literature. Furthermore, according to interview results, drivers of change management in the organisation are excellence, high expectation, sense of urgency, long-term strategic plan, and vision. But despite these drivers, challenges are evident in that the enabling environment does not appear to strongly support change management and sustaining change.

The interview findings show that gaps exist in the MOI with limited staff empowerment for change, limited training to adopt change culture, and controlled change environment. Therefore, it is recommended that change management adopt a structured but flexible model or strategy that can be monitored for the purpose of empowering staff and reviewing performance and that informs training needs and direction. Direction and a conducive environment are encouraged and necessary for successful change management, hence the importance and relevance of a framework for the MOI to enhance its current mission for change.

### **5.3 Discussion of Results**

This section discusses the overall results according to the objectives outlined in Chapter One. The purpose of this section is to critically evaluate the extent to which each objective has been achieved considering that the primary data all suggest that the status of change management in the MOI is not too bad. By evaluating the results using the objectives, this section triangulates the data in order to make deductions that reflect that status of change management in the MOI. Thus, this section critically examines each objective and information gathered to achieve each objective in order to triangulate data that may help to develop the framework for strategic change management. Methods adopted for achieving the research objectives were justified in Chapter Three. Table 5.1 presents the methods adopted for the research objectives.

*Table 5.1: Methods adopted for research objectives*

<b>Research Objectives</b>	<b>Methods</b>
To examine the definition, concepts, and theories of change management	Literature review
To develop a strategic change management framework applicable in the LEA	Literature review
To assess the status of change management in the LEA using the strategic change management framework	Literature review, semi-structured interview & Survey
To identify challenges and drivers that influence change management in LEA in order to provide justification for strategic change management	Literature review, semi-structured interview & Survey
To validate the strategic change management framework for successful implementation of change in the LEA	Triangulation of findings for Objectives 1, 2, 3 & 4.

### **5.3.1 Discussion for Objective One**

The purpose of Objective 1 was to examine the definition, concepts, and theories of change management. This objective was achieved through the secondary data of the literature review. The general definition of change management informed the concepts and theories of change management. According to authors like Nordén and Anderberg (2012), change needs to be managed, and there are three management levels for dealing with change. Thus, change management is considered as an active process where leadership facilitates effective change and a process that involves active support in order to effect change, manage resistance, and sustain support and performance (O'Rourke, 2013).

This definition was adopted for the study because it contained critical elements or factors that relate to and were mentioned in concepts of change management. For instance, Baker (2007) defined strategic change management as the practice of managing change in a planned and considered way to achieve organisational targets, objectives, and tasks. According to Bourda (2015) strategic change is essential for organisations to grow well and compete with industry competitors. However, Bourda (2015) states that strategic change management is affected by varying factors.

Explanations above, especially those provided by Fincham and Rhodes (2005), Creasey (2007), and Rees and Hall (2013), influenced the working definition of strategic change

management adopted for this study. Strategic change management, as was used in the context of this study, is a systematic change initiative that includes a wider transformation of an organisation that is undertaken using human resources, leadership and coordinated techniques and tools. This means that in practice, strategic change management stages and processes for implementing change must follow a defined and logical pathway.

Essentially, levels of change management illustrated in Figure 2.2 include emotional intelligence, coaching for performance, and coping with change at the low level. The middle and top levels are also important for change management because they include problem solving, team building, talent development, and performance management. The relationship between these levels and their activities originally presented in Figure 2.2 are outlined in a corresponding manner in Table 5.2.

*Table 5.2: Concepts of change management (Drucker, 2002; Nordén and Anderberg, 2012)*

<b>Levels</b>	<b>Corresponding tasks, activities etc.</b>
<b>Top</b>	Executive coaching, change management, leadership, delegation and empowerments etc.
<b>Middle</b>	Problem solving, team building, talent development, performance management etc.
<b>Low Level</b>	Emotional intelligence, coaching for performance etc.

It is observed that concepts of change management indicate that change management is an applied field with practices that are informed by processes and steps. Table 5.2 reveals that change management is strategic with executive coaching, leadership, and delegation and empowerments taking place at the top, with other progressive activities at the low level such as coaching for change-related performance. Table 2.1 shows the factors that affect implementation of strategic change management identified by several authors. These factors are communication, training, resilience, commitment to change, and resistance to change.

Key drivers of strategic change management were identified in Table 2.2 as measures or strategies that may drive change and mitigate factors that affect change. The key drivers identified from the literature are competition, diversity of the user, legislation, technology and finance (see section 2.3). Identifying drivers and challenges of change management led to the review of six change management models (see section 2.6). This evaluation

determined the components and design of the conceptual framework discussed in the next section.

### **5.3.2 Discussion for Objective Two**

Explanations derived from the critical examination of concepts in Objective 1 provided context for Objective 2. Objective 2, which was to develop a strategic change management framework applicable in the LEA, was achieved through secondary data detailed in Chapter Two. As mentioned in the previous section, six change management models were examined to determine the essential elements of any successful change management framework. A conceptual framework was developed to consolidate all essential elements of strategic change management.

This conceptual framework has three main factors with elements that can be assessed to determine the progress, success, or status of change management in the organisation. These three factors are as follows:

1. Creating an environment for change through hard variables such as strategy, structure, and systems.
2. Enabling and engaging the whole organisation through soft variables such as staff, skills, style, and shared values.
3. Sustaining the change through hard and soft variables.

Each of these factors has at least two to four elements that can be assessed. However, some elements of change management identified from the change management models examined to develop the framework present characteristics which reveal that change management may be challenging, and in some cases, unsuccessful. The element of creating a sense of urgency put forth by Kotter (2014), Rees and Hall (2013), and Doseck (2015) require four tactics that need to be understood and applied well (see section 2.8.2). The need for the four tactics to create a sense of urgency and the seven pillars for communicating the vision were emphasised by Kotter (2014) as important for successful change.

Despite recommendations by Kotter (2014) for successful change, Doseck (2015) argues that obstacles to change management may come from three sources: structural barriers, skills barriers, and managers as obstacles. Though these differ from those put forward by Duncan et al. (2001), the three sources are related to the three critical relationships



Duncan et al. (2001) recommended in their work. Whilst Doseck (2015) encourages the organisation to take appropriate measures to manage these barriers, Kotter (2014) emphasises that consolidating improvements and producing more change results is an element of the change process that should follow five steps because culture is difficult to change. This suggestion by Kotter (2014) aligns with the three linkages advised by Duncan et al. (2001) which include vision-implementing linkage, vision-culture linkage, and culture-implementation linkage. All underlined phrases are key components of the change process, which can be managed through strategy, structure, systems, staff, skills, style, and shared values (Al-Khouri, 2010; Al-Nasser and Behery 2015).

These elements of the strategic change management framework influenced the design of the survey and the construction of interview questions. This objective was achieved primarily from the literature review to provide a robust background for the assessment of change management status in the UAE. This approach was taken to provide a strong theoretical justification and benchmark for evaluating the MOI. Findings from achieving this objective and the deductions derived from existing data on strategic change management and wider change management studies paved the way for Objective 3.

### **5.3.3 Discussion for Objective Three**

Findings for Objectives 1 and 2 were crucial to assessing the status of change management in the MOI case study. Objective 3, which was to assess the status of change management in the LEA using the strategic change management framework, was achieved through the primary data. Once the conceptual framework for strategic change management was developed, it was used as benchmark for assessing the MOI's change management status. Findings of this assessment revealed that change management is driven by top-level and middle-level management employees who possess good levels of knowledge of change requirements in the organisation.

The implication of these findings is that change management is retained at two levels and not at all levels of management (Drucker, 2002; Nordén & Anderberg, 2012). Though this is good, it implies that a gap exists in the MOI because low-level change management activities or attributes (e.g., coaching for performance or emotional intelligence) required for implementing change smoothly and successfully tend to be lacking. Despite this gap, the commitment of leadership and the use of delegations, empowerment, change

management, and executive decision processes in top-level management appear to be driving change in the MOI to date.

In addition, problem-solving, team building, talent development, and performance management play an important role in the MOI's vision and plan to be the best in security and safety globally, which is a vision that is yet to be achieved. It appears that MOI top-level and middle-level management have created an environment for change, but partly an enabling and engaging whole of organisation. As evidenced by survey results, communicating the vision for change is average and there is a need for improvement. This is because change management is an active process where facilitation of change through communication is required for good performance (O'Rourke, 2013).

Furthermore, not all key components of the change process which can be managed through strategy, structure, systems, staff, skills, style, and shared values (Al-Khoury, 2010; Al-Nasser and Behery 2015) were identified in the MOI. For example, the findings revealed that staff play the most vital role in agreeing to change and adopting the sense of urgency attributed to change in the MOI (Figure 4.13). Strategy, youth with leadership skills, security systems, and services were identified through the interviews (Table 4.7), but there were no references made to style, structures, or shared values that drive change management or help to sustain change in the MOI.

The lack of low-level management activities in the MOI suggests that the component of sustaining the change may also be lacking because strong evidence of its presence cannot be verified by the research participants. This result reveals that vision-culture implementation and culture-implementation linkages are also lacking in the MOI. In addition, though an enabling environment for communicating the vision is weaker than other change management components (Table 4.10), empowerment for change is strong (Figure 4.15). These findings imply that improvements are necessary on the basis that change management entails active support to effect change, manage resistance, and sustain support and performance (O'Rourke, 2013). Therefore, this gap and others identified in this section inform the strategic change management framework to be developed for the MOI in Chapter Six.

#### **5.3.4 Discussion for Objective Four**

Objective 4, which was to identify challenges and drivers that influence change management in LEA in order to provide justification for strategic change management,

was achieved through the literature review, the semi-structured interviews, and the survey. The literature review helped identify challenges such as communication problems, lack of training, resistance to change, lack of commitment to change, and lack of resilience (Table 2.1). Communication problems and limited training on change management or change pathways were identified through the semi-structured interviews and survey. Kotter (2014) recommended seven pillars for communicating vision for change as crucial to change management and its success (see section 2.8.8).

No employees made reference to resilience and commitment to change in the MOI, which can be interpreted as limited understanding of these terms or evidence of unstructured change management (Kotter, 2008; 2014; Siebert, 2005; Williams and Williams, 2007). Lack of evidence of factors like resilience, resistance to change, and commitment to change in the MOI are an indication for further research or recommendations that can improve the current change process. Key drivers of strategic change management identified in literature were competition, diversity of the user, legislation, technology, and finance (Table 2.2). However, studies on change management in the LEA reveal that drivers of strategic change are facilitated by three linkages: vision-implementing linkages, vision-culture linkages, and culture-implementation linkages (Duncan et al., 2001). Though no resistance is evident or confirmed by the respondents, there is evidence of legislation, technology, and finance being essential components in the MOI because it is an organisation responsible for safety and security in the country.

In addition to this, both the literature review and the primary data findings revealed that excellence, high expectation, sense of urgency, long-term strategic plan, and vision drive the pattern of change management in the MOI as explained in Chapter Two. The only evidence of competition identified is the motivation to implement the 4G objectives. Besides this, competition is not identifiable as a motivation for change within the organisation itself. The overarching motivations for change in the MOI are the 4G objectives and the need for the organisation to carry out its duties and ensure safety and security of the public. This is limited because according to Kotter (2014) certain steps help in implementing change programmes (section 2.6.4) in order for all drivers to generate the appropriate change and impact within the organisation.

Therefore, it can be inferred that factors existing as challenges that ought to be dealt with are communication problems, difficulty attaining resilience, and limited training on change management. However, drivers like excellence, high expectation, sense of

urgency, long-term strategic plan, and vision already exist in the MOI, and they can be adopted to better manage the challenges. Hence, findings from Objectives 1, 3, 3 and 4 all indicate that improvements are needed in the elements of good practice the do exist and have been supporting past and ongoing change in the MOI. However, a framework that guides change management is required so that drivers identified in the MOI can be used to advance current change and lead future change to success.

#### **5.4 Implication of Results**

The previous sections discussed the results relating to four research objectives. These results which have implications for theory, practice, and subsequent research. For instance, results for Objective 1 reveal gaps such as limited involvement of low-level management employees in change management in the LEA. The most obvious implication of this is the need to ensure more involvement of low-level management. However, this may not be simple or readily applied because of the existing culture and challenges in the LEA, especially when the change initiative is not embedded in organisational practices, performance, and perception (Cohen, 2017; Gilbert et al., 2016). Elements of hard variables such as structure, strategy, and systems then do exist, which tends to drive officers to deliver on their duties and approach change with a sense of urgency.

However, it may be inferred that this environment in the LEA exists more because of the nature of the role of the MOI as the UAE's only LEA, rather than as being instituted from a change management perspective. The implication of this result is that guidance may be required to manage the change process such that change management is not hierarchical and subjective. This aligns with the suggestion of Kotter (2014) that change should be initiated and facilitated from the core aspects of the organisation. As Al-Nasser and Behery (2015) emphasise, this motivates the use of structured procedures and tools that empower others to transform from an initial state to a desired state and outcome.

Results for Objective 2 indicate that the strategic change management framework is applicable in the LEA. Designed to have three main factors and a total of nine elements, the framework helped the researcher to identify gaps and areas of improvement in the MOI, which was the purpose of Objective 3. The outcome of Objective 3 further revealed that challenges and drivers exist in the LEA and they influence change management in the MOI, suggesting the need for a strategic change management framework. The

implication of this result is that challenges need to be prevented, whilst drivers need to be better used to sustain the rationale for any change initiative.

As Yuksel (2015) explains, besides understanding change initiatives, understanding the dynamics and the balance required to prevent challenges from suffocating effective task delivery is also important in any organisation and especially in the LEA. Therefore, it is important that the proposed strategic change management framework developed in this study incorporates design content and implementation pathways that ensure that theory derived from this study informs good practice in the MOI. Consequently, the next chapter is dedicated to the framework review, discussion, validation, and implementation.

### **5.5 Summary of Chapter**

This chapter summarised the findings from primary data collected in the UAE. Summarised findings were triangulated and discussed in section 5.4 to determine which research objectives were achieved. This section also contained the implications of the results, especially in respect to policy and practice, and emphasised the importance of the last objective which is presented in the next chapter. The purpose of this chapter has been fulfilled since it helped to determine that the first four research objectives were achieved and highlighted the results for each objective. Therefore, the next chapter triangulates all results to develop and validate the strategic change management framework.

## **CHAPTER 6: Change Management Framework and Validation**

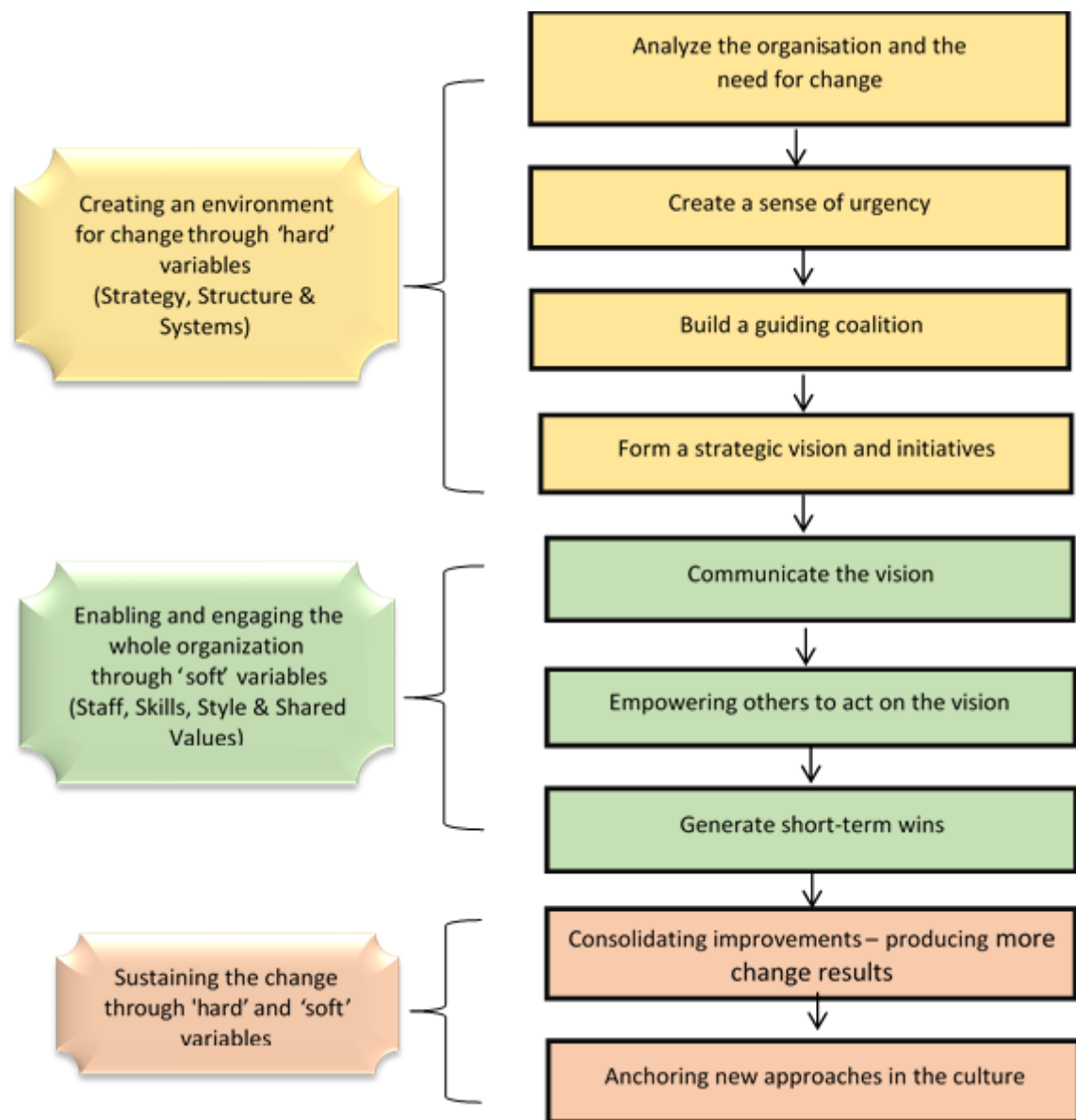
### **6.1 Introduction**

This chapter explains the essential elements of and validates the strategic change management framework based on results for Objectives 1, 2, 3, and 4. Objective 5 was to validate the strategic change management framework for successful implementation of change in the LEA. This framework, which will now be termed the SCMF, has the purpose of improving the MOI's current change management status and addressing the implications of results discussed in the previous chapter. Achieving Objective 5 is crucial to shaping the future of the change process in the MOI and potentially in other UAE public sector organisations. Thus, this chapter discusses the strategic change management framework and aspects that make it strategic. It re-presents the conceptual framework for strategic change management and the overall structure of the MOI before validating the framework and discussing the outcome of the validation process. Next, the pathway to framework implementation is discussed, ensuring that result implications are addressed theoretically and in principle in view of any implementation that may take place following this study. The chapter concludes with a brief summary.

### **6.2 Strategic Change Management Framework**

This study used the framework developed in Chapter Two to assess the status of change in the MOI. The framework was further used to re-assess the MOI change pathway in a non-academic context to determine the systematic approach used for helping staff impacted by change and to determine the support required to prevent resistance and build resilience (Creasey, 2007). The SCMF is also important because it is a process that includes the use of tools and techniques to manage people and the change process so that the required outcomes for change can be achieved (Baker, 2007; Helden & Uddin, 2016). However, more involvement of management is needed to facilitate performance outcomes. This is to ensure that performance aligns with organisational strategy and change objectives so that leadership and direction for change can be transformed (Rees & Hall, 2013). This is also crucial to monitoring and evaluation that needs to be undertaken throughout the change process.

According to Kotter (2014), successful application of any SCMF requires a logical pathway as well as variables. The framework is also important to help establish a pattern, structure and known model for change management in the MOI. Having guidance that outlines the steps necessary for implementing change, the interactions that take place, and the forces driving change can be monitored and communicated to all staff. The framework from Chapter Two is re-presented below.

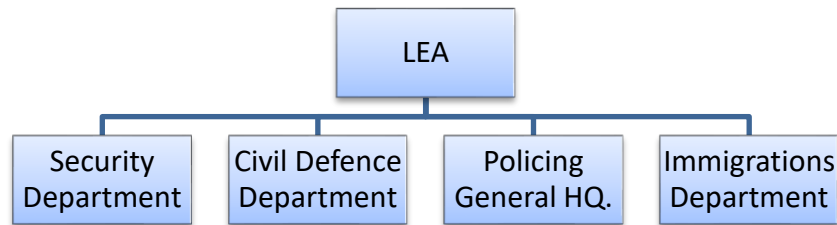


*Figure 2.8 conceptual framework (from Chapter Two)*

As shown in the conceptual framework, there are three factors or driving points that connect to other elements or implementation steps. Creating an environment for change through hard variables consists of 4 steps, enabling and engaging the whole organisation

through soft variables consists of 3 steps, and sustaining the change through hard and soft variables consists of 2 steps.

Chapter Five discussed the findings related to these components of the framework in the context of the MOI (the UAE's only LEA) which has three major departments and a general headquarters as shown below in Figure 6.1 (adapted from Figure 2.4).



*Figure 6.1: Main departments and General HQ in UAE LEA*

Figure 6.1 shows the three main departments and the general headquarters of the MOI, whilst Figure 2.4 showed the LEA as an entire organisation with several units overseen by the departments and headquarters shown in Figure 6.1. Results of the semi-structured interviews and survey conducted with MOI employees following the pilot test showed that the framework is well understood and applicable to the LEA in the UAE context. Whilst the overall results discussed in previous chapters indicate that gaps exist, any recommendations made from concluding this study will be based on application in the current system. In order to prevent potential for failure or non-alignment with the system, the SCMF is validated through the three main departments and the general headquarters above since other MOI units are all under their direction. The next section presents the outcome of validating the framework in the LEA.

### **6.3 Validation of the Framework**

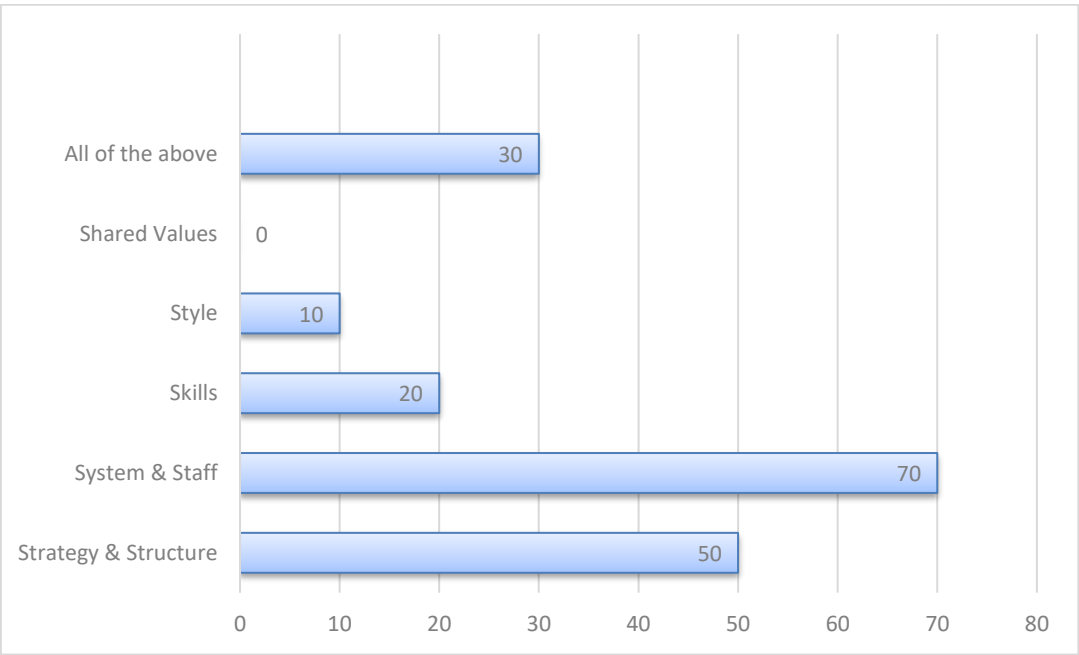
Validation is the process of assessing or testing the accuracy of a product, item, decision, plan, or service to ensure that it is acceptable and viable for use or meets the needs of its users (Inglis, 2008). In some instances, validation is done to affirm opinions or suggestions are worthwhile or to ascertain and gain recognition for something (Inglis, 2008). In this case, the SCMF is validated to assess its accuracy, prove its validity in the LEA, and as such its components can be adopted to encourage its recognition and acceptance at the relevant management levels. Validation was conducted in the UAE and involved 10 senior officers from the four MOI segments in Figure 6.1. Of these, four were from Policing General HQ, four were from the Civil Defence Department, one was from



the Security Department, and one was from the Immigration Department. Policing General HQ and the Civil Defence Department drew more participants because of their size and the fact that Policing General HQ was more populated and staffed than the other two departments. Heads of departments, managers, silver commanders, and advisers made up the 10 who validated the framework.

**6.3.1 Validation Results**

The participants indicate that environment and condition in which change takes place in MOI varies. Of the interviewees, 60% said a working environment that encourages change includes strategy, structure, and systems, whilst 50% said change is sustained through a combination of strategy, structure, systems, staff, skills, styles, and shared values. It was noted that no interviewees mentioned that a logical and clear pathway for monitoring and evaluating change progress and outcomes is in place to ensure that the measures are working or appropriate for each unit or for the LEA. Figure 6.2 presents the impact of change measures in the LEA that were outlined in the framework.



*Figure 6.2: Impact of change measures in LEA*

Figure 6.2 shows the impact of change measures in LEA. Giving the participants the opportunity to provide multiple answers and each option rated as 100%, it can be noticed that view varied. Based on this rating process, Figure 6.2 shows that system and staff (hard & soft variables) are validated to be the most critical in the framework, followed by

structure and strategy (hard variables) and skills (soft variable) to deliver on change initiatives. Though shared values were mentioned when validating measures taken by management to create an environment that is enabling and engaging, it is not validated to have any impact. In addition to this, certain drivers are validated to have more impacts or are required more than other drivers. Figure 6.3 presents the validation of drivers and their impacts in the LEA.

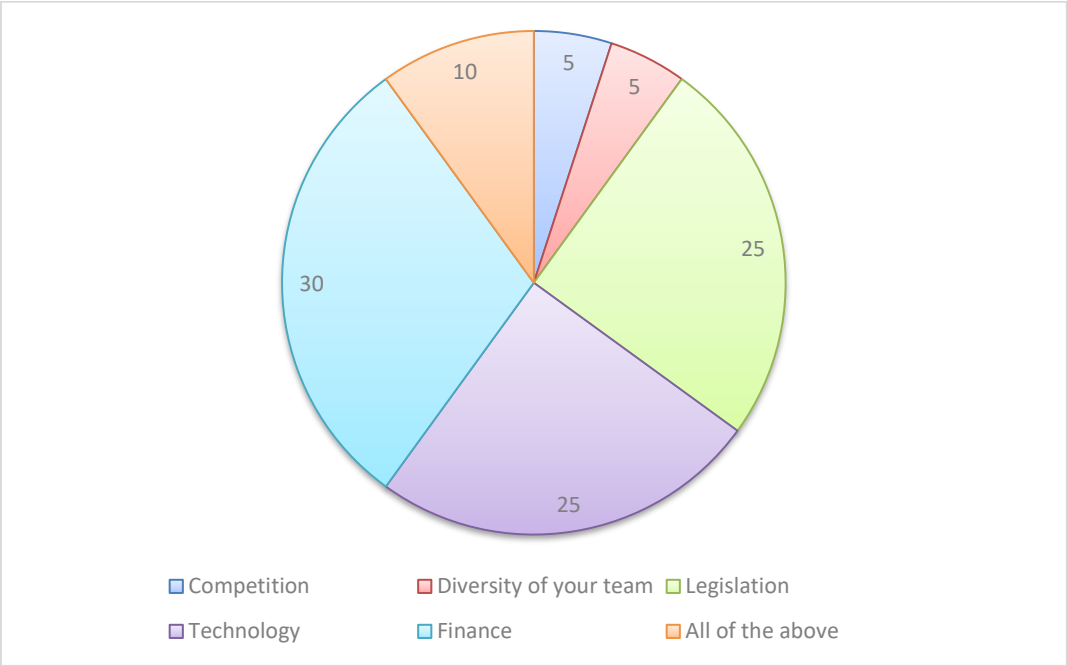
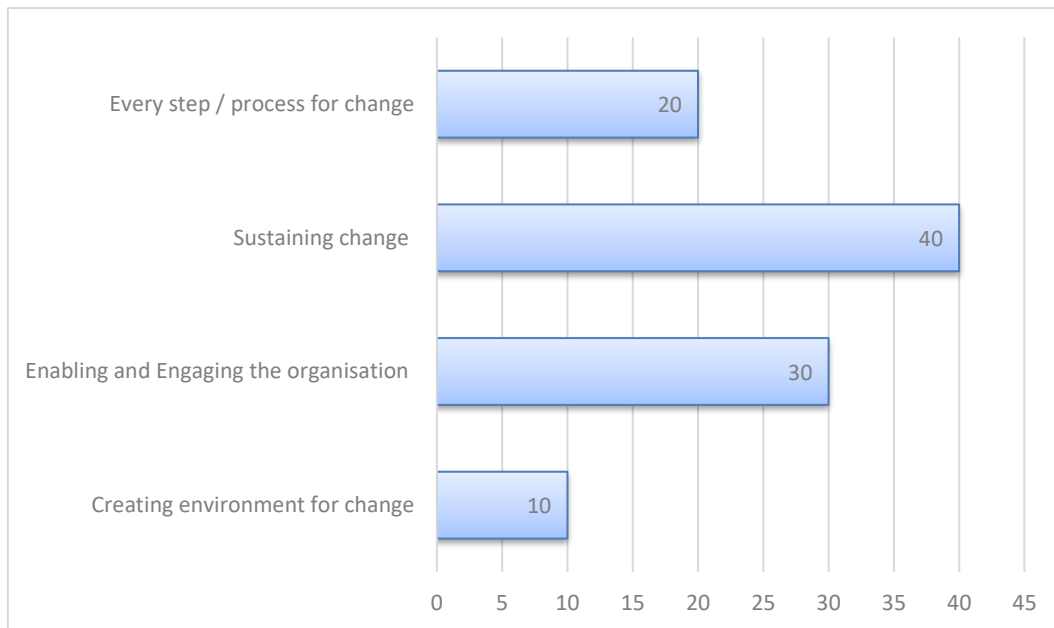


Figure 6.3: Validation of drivers and their impacts in LEA

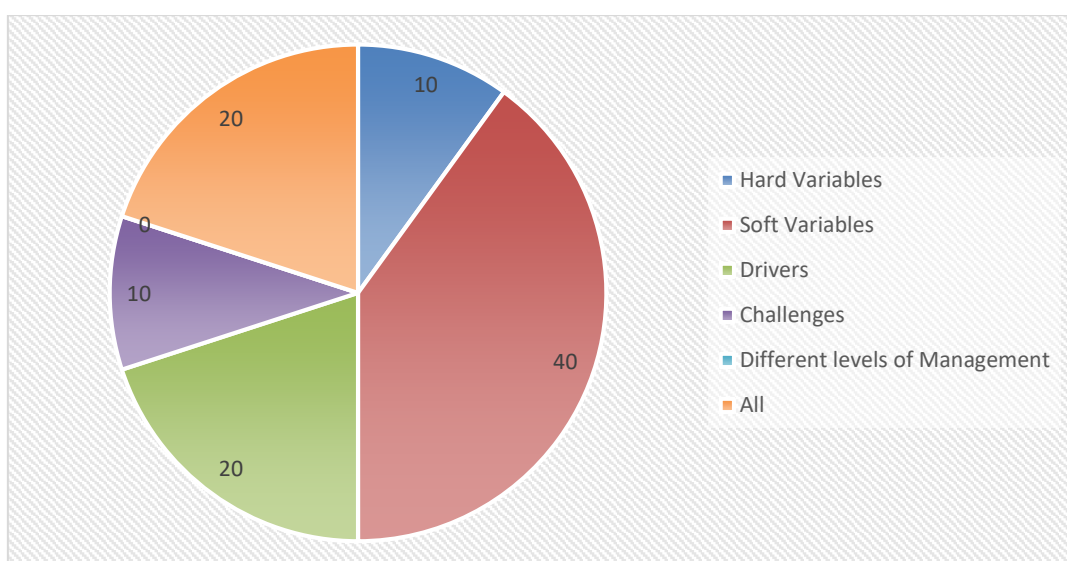
As shown in Figure 6.3, only legislation and technology were validated as the most frequently used or the driver most required to support the change process. Whilst this may be the interviewees’ opinion and current state of things, it is not the complete reflection of the argument and explanations presented in this study. It is however noticed that none of these contradict any of the other drivers, so there may be varied views on drivers, but it is duly noted that 10% acknowledged and validated all drivers listed.

The validation for involvement of all levels of management/managers in the change management process showed that 40% validated that all levels of management should be involved in sustaining change, whilst only 10% validated involvement of all levels in creating an environment for change. Figure 6.4 shows the extent to which all levels of management should be involved in change management.



*Figure 6.4: Involvement of all levels of management in change management*

As indicated in Figure 6.4, many believe management, regardless of level, should be involved in sustaining change, but not in other stages of change management. Whilst the implication of this outcome is discussed later, the next validation focussed on monitoring and evaluation, which is considered important to assess implementation and progress made towards change and intended outcomes it generates in the organisation. Figure 6.5 shows validation results for monitoring and evaluation of change management in the LEA and what should be monitored and evaluated during change management.



*Figure 6.5: Monitoring and evaluation of change management in LEA*

It was interesting that interviewees did not specify any one thing management should be evaluating or monitoring, but they were quick to explain that soft variables should be monitored and evaluated. Whilst it is equally important to validate soft variables and all elements of the change management framework, leaving management out of monitoring and evaluation is a view that does not align with the literature. Likewise, this view does not align with earlier comments that management should be involved in sustaining change, because this stage of change management is monitored and evaluated.

### **6.3.2 Revised SCMF**

The validation proved useful in testing the framework and its acceptance in the LEA. It is noted that no one objected to its relevance and use, though views varied in terms of aspects of the framework that are more important or that need to be monitored. Through this process, the SCMF is recognised as a potential pathway for managing change as well as for guiding the process of implementing change, because no such pathway exists at the moment in the LEA. The framework is also identified as a tool for addressing the gaps identified from conducting this study where most of the research participants mostly commented on what they would do.

Few people outlined what they had done during the initial primary data collection, revealing the lack of a generally accepted pathway that informs change. From the validation process, the vagueness surrounding the change process was also revealed because views varied significantly on elements of the framework. Whilst prioritising a soft or hard variable more than others shows a low understanding of essential change management elements, it also implies that implementation is likely to omit the corresponding steps for each stage of change management.

Therefore, the implication of this framework validation is that the SCMF needs to be redesigned into critical processes where drivers of change are considered in respect to the variables necessary for each stage of change management. Furthermore, the number of steps that need to be taken in each stage are also stated in relation to the involvement of all levels of management. Figure 6.6 shows the relationship between these critical processes.

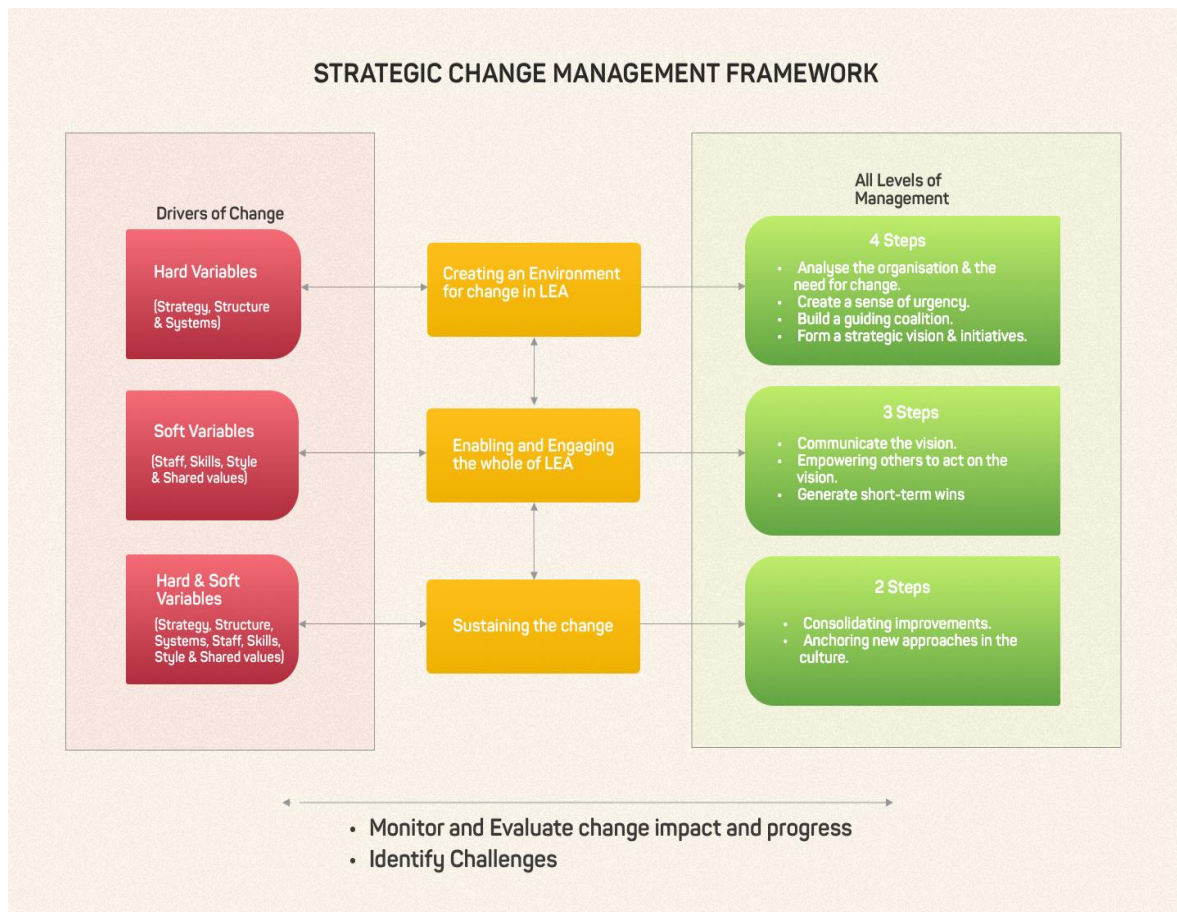


Figure 6.6: SCMF for UAE LEA

The red coloured elements in Figure 6.6 are the critical phases of change management that need to be adhered to in order for change to be successfully communicated and implemented in the MOI. The green coloured elements are the steps in which the variables and drivers need to be assessed for change impact. The amber coloured elements are the ongoing elements that facilitate and clarify the current stage of change management in the LEA. Being able to manage, monitor, and evaluate the process, phases, and steps will help reveal the impact and progress of change in the LEA.

Although the SCMF in Figure 6.6 is simply and clearly illustrated, monitoring and evaluation is a necessity because of the number of elements involved and the need to determine the change progress and impacts. This is similar to explanations about strategic change provided by Bourda (2015) which emphasis that organisation-wide transformation efforts should be monitored through controlled programme that provide tools and procedures for regulating daily operational changes. Therefore, the next section

explains and outlines the pathway for using the framework more effectively following validation.

## **6.4 Pathway to SCMF Implementation**

The framework incorporates the conceptual framework which includes elements that were used to benchmark change management status in the LEA and to determine necessary steps for sustaining change. The following sections explain and justify the components of the revised strategic framework to better understand the pathway to implementation.

### **6.4.1 Drivers of Change**

Given the gaps identified in this study and the factors that can affect change (Table 2.1), it is necessary for drivers of change such as competition, diversity of users, legislation, technology, and finance (Baker, 2007) to be given more attention and better coordination in the LEA. In addition to this, existing drivers of change identified during this study such as excellence, high expectation, sense of urgency, long-term strategic plan, and vision that drive change management in the MOI ought to be monitored and evaluated once the SCMF is implemented. A combination of change drivers identified in literature and those currently evident in the MOI are all important for successful and sustainable strategic change management.

Drivers of change are also needed for dealing with factors or challenges that can impact change (Rees & Hall, 2013). For instance, Rees and Hall (2013) explain that change is driven by an interaction between forces resisting change and forces driving change. Understanding these forces and using change drivers is important in determining the initial problem with a chosen change and the assessment of consequences as change moves from the unfreezing phase to the refreezing phase (Rees & Hall, 2013). As indicated in the framework, it is also important to consider the variables that can be used to support drivers of change.

Despite the role of good communication systems, drivers of change are important because of the complexity of change (Fernandez & Rainey, 2006). Complexity surrounding change may be minimised by having suitable strategy, structure, and systems in place to ensure that drivers of change facilitate communication and other necessary factors that can make change more successful. Lack of this combination may complicate change and

make it unsustainable. As noted by Duncan et al. (2001), change drivers are necessary in developing the critical relationships and linkages in the LEA to remove the cultural change barriers (Duncan et al., 2001). Hard and soft variables are therefore essential in order to facilitate and drive the implementation of change phases and steps.

#### **6.4.2 Hard and Soft Variables**

Following on explanations provided earlier in this study, variables are important and were strongly emphasised by Al-Khouri (2010). The roles of structure, strategy, systems, staff, skills, style, and shared values in change management are important in successful and sustainable change. These seven variables are aligned and considered to have mutually reinforcing effects on organisations aiming for successful change implementation (Al-Nasser & Behery 2015). The hard variables (i.e., strategy, structure, and systems) are controlled by all levels of management of the organisation (Al-Khouri, 2010), whilst the soft variables (i.e., staff, skills, style, and shared values) are impacted by organisational culture (Al-Khouri, 2010), which is why monitoring and evaluation is important for ensuring quality of soft and hard variables. Soft and hard variables are also important in bridging the gaps identified in the MOI and in ensuring that appropriate skills and human resource supports are developed for implementing change. The distinction between the two types of variables helps to determine how to manage and use them effectively for change.

#### **6.4.3 All Levels of Management**

Given that low-level management is identified as being involved in implementing change rather than in creating the environment for change management in the LEA, it is important to improve this situation through the SCMF. Addressing this issue may require a review of organisational objectives within the context of ongoing change in the LEA. Furthermore, it is important that top, middle, and low levels of management collaborate and coordinate for change (Nordén & Anderberg, 2012). This is why the view that only one or two levels should be involved in a specific phase of change management does not constitute successful change or good practice.

As explained by Nordén and Anderberg (2012), middle-level management is responsible for problem-solving, teaming building, talent development, and performance management, whilst top-level management is responsible for initiating and managing change. Every level has a specific role, but there are overlapping responsibilities in

change management. Thus, it is important for all levels of management to collaborate as indicated in the SCMF. Change management will not be possible without the problem-solving, team building, and talent development that takes place within middle-level management or the coaching for performance that takes place within low-level management.

The relationship between the levels of management ensures that delegation for implementation of the SCMF is decided at the strategic level (top-level management), whilst performance during the change process is overseen at tactical level (middle-level management). Low-level management provides the feedback that makes monitoring and evaluation of change impact and outcomes possible. Therefore, monitoring and evaluation are essential in order to effectively manage the step-by-step process for implementing change and the role each level of management plays in the entire change process.

#### **6.4.4 Monitoring and Evaluation**

Monitoring and evaluation are an embedded concept and is a constitutive part of every project or program (Seasons, 2003). According to Zall, Kusek, and Rist (2004), information from monitoring processes is gathered at the evaluation stage and used to understand the ways in which the project commenced, developed, and evolved over a period of time. Thus, monitoring is a systematic collection, analysis, and use of information from a project for the purpose of learning, accounting for internal and external resources, and decision-making (Crawford & Bryce, 2003). However, Zall, Kusek, and Rist (2004) state that activities should be carried out to help measure and keep track of the change process so that indicators being monitored and evaluated are distinct and clear.

Therefore, Table 6.1 reflects the actors and implementation framework, which provides a potential timeline recommended for using the SCMF. Indicators and activities that emerge from implementing the key departments in MOI i.e. the security department, civil defence, immigration department and policing general HQ (Figure 6.1) can be monitored and evaluated. Components of Table 6.1 shows that the lead departments mentioned ought to start with evaluating their current systems to determine the extent and impact of change management on operational procedures in dealing with security and safety issues.



Table 6.1: Actors and implementation of framework

Framework Element	Change Agents / Actors	Time Frame	Outcome(s)
<b>SCMF evaluation</b>	Head of security department, Civil Defence, Policing General HQ and Immigrations Dept	1 – 6 months	To set up a Technical Working Group (TWG) who can conduct change impact assessment. To determine the soft and hard variables required to advance change and mission of MOI
<b>Soft and Hard Variables</b>	Same as above and members of each unit	1 – 3 years	To improve and implement variables where needed and to evaluate progress
<b>Drivers of Change</b>	Head of security department, Civil Defence, Policing General HQ and Immigrations Dept	1 – 2 years	To create an enabling environment for change, enable and engage all MOI staff, and to sustain change
<b>Management Levels</b>	All leaders at strategic, tactical and operational levels i.e. Gold, Silver and Bronze command	Every 4 months	To evaluate, monitor and encourage continued involvement in change. To solve problems, review objectives and coordinate change activities and outcomes and to coach where necessary.

Table 6.1 shows how the framework can be used in the LEA using the drivers of each stage, starting with each lead department in UAE. The table also shows how the framework can be used and implemented over a period of time. Whilst the time frame is a guide that may be reviewed, the framework indicates that the engagement of all management levels is essential. The table further shows the involvement of management at different levels and target goals for each element of the framework especially in implementing necessary change that may relate to ensuring safety and security in the UAE.

For example, the recurring case of fog-related accidents that occur annually is used to illustrate how the SCMF can be used to implement change. Fog causes accidents annually in the UAE when it is the season. Multiple cars collide on the motorway due to low visibility, an occurrence that cause major disruption to economic activities, death and injuries, disruption to travelling and any other livelihood related activities. To improve on safety of the public, preventive measures taken can by the LEA (MOI) need to be evaluated by the TWG mentioned in Table 6.1. Such investigation would be successful

by liaising with the key departments i.e. police HQ and Civil Defence who have been directly involved in dealing with the incidents annually.

The aim of such investigation is to evaluate the changes undertaken over the past decade to try to address this problem which have kept on causing death and disruption to life, security and safety. The outcome of this investigation would inform the hard and soft variables that may need to be adopted immediately. The investigation would also identify any past soft and hard variables used for implementing changes (if any), the drivers of change adopted to ensure success as it appears that past measures taken to address fog-related accidents have not been 100% successful.

Table 6.1 also indicates that support is required by senior management through the technical working group due to workload. The support of a technical working group is crucial to adopting and successfully implementing the framework. The table also includes a time frame that is feasible and allows all levels of management to embed strategic change management activities in their regular quarterly targets and activities. Having a quarterly meeting on change management ensures that change becomes a feasible culture of the LEA.

Whilst this framework is designed in a way that it can be easily adopted by LEA leaders and staff, the next chapter outlines three critical steps for starting the process. This is because of the nature of the work and the duties of LEA staff who are busy with daily tasks of maintaining law and order as well as the security and safety of the country. These duties do not include the type of management and assessment skills required to implement this framework. Thus, extra support may be required to teach and start the process.

Therefore, the framework is an essential component of a successful and sustainable strategic change management in the LEA in the UAE context. Based on the explanations provided in this section, the framework entails elements that help to address gaps identified in the LEA as well as the factors identified in the literature as integral to successful change implementation.

## **6.5 Summary of Chapter Six**

This chapter explained and validated the content of the SCMF and the application of the framework in the LEA. The participation of 10 senior officers from four main MOI sectors proved helpful in confirming the gaps identified through initial primary data

collection. Despite these gaps, the SCMF is considered useful and applicable in the LEA because there is no generally accepted logical pathway for initiating, implementing, and sustaining change existing in the LEA or perhaps in any other public sector organisation. Therefore, the validation of the SCMF reveals that it can be applied in the UAE LEA to support ongoing change and manage future change that may be required.

Though the implementation pathway may be subject to further review at the point of implementing the SCMF, it is nonetheless a guide that can be used by anyone involved in planning and implementing plans in the LEA. Therefore, the framework was revised to ensure that it is simple to understand and easy to adopt. The next chapter concludes this study by discussing research questions and other essential information that complemented and contributed to the investigation carried out in this study. It also provides recommendations for practice that further detail how this framework may be successfully implemented by the MOI and other public-sector organisations in the UAE.

## **CHAPTER 7: Research Conclusions**

### **7.1 Introduction**

This chapter concludes this study. It starts with a results overview which discusses answers to the research questions before outlining the limitations of the research. Recommendations for practice and future research are then presented. This contributions to knowledge that emerged from this study are acknowledged, and the chapter closes with some research conclusions.

### **7.2 Overview of Results**

This study was motivated by the need to address gaps and problems identified by the researcher. The problems explained in Chapter One motivated this study and influenced the research questions, aim, and objectives. Previous chapters have shown that all five objectives were achieved, and thus, this section focusses on the research aim and questions to critically evaluate their outcomes. The research aims to develop a framework for strategic change management for use in the LEA within the UAE.

Chapter Six revealed that this aim has been achieved because the framework illustrates the path to successful and sustainable change or implementation by the three levels of management in the LEA. Without a doubt, the research aim has been achieved. However, the research questions are critically examined to determine appropriate answers were generated from all investigations conducted. To recap, the research questions were as follows:

1. What is the status of change management in the LEA?
2. What are the challenges and drivers that influence change management within LEAs?
3. How can key elements of successful change management contribute to sustainable strategic change management in LEAs and other public-sector organisations?

The first research question was answered by achieving Objectives 1, 2, and 3. The results for Objective 1 revealed that there are three management levels required for successful change management (Drucker, 2002; Nordén & Anderberg, 2012). However, outcomes

from assessing the LEA change process led to the discovery that only top-level and middle-level management are actively leading and facilitating change management. Assessment revealed that the status of change management in the LEA is inadequate and deficient. Further to this, the conceptual framework comprising three phases and nine steps was developed as an applicable framework for assessing change management in LEA.

Development of this framework was crucial to developing the framework for improving the current practice of change management in the LEA. Assessment of change management in the LEA revealed that the MOI has created an environment for change, but the environment is not fully operational in terms of hard variables such as strategy, structure, and systems. Though both strategy and structure exist, change systems tend to be vaguely defined and generally understood by all. Further assessment of the LEA through the framework, especially by evaluating the enabling and engaging the whole organisation through soft variables (i.e. staff, skills, style and shared values) revealed that not all soft variables are well harnessed or developed to maximise the purpose of change.

Similarly, assessing the LEA using in terms of sustaining the change through hard and soft variables exposed more flaws. Based on these outcomes, the status of change management in the LEA is not sufficient for generating successful and sustainable strategic change management. Though it has been supporting past change process, there is need for improvement, hence the framework designed to improve current practice, systems, skills, style, and shared values. A more enabling and engaging environment ought to be created by focussing on enhancing both soft and hard skills in the LEA.

The second research question was answered by achieving Objective 4. The results for Objective 4 revealed that both challenges and drivers impact on change management in the LEA. In terms of challenges, vague communication of the change process impacts the ability to understand and promptly carry out tasks. This directly influences performance. Also, there are challenges such as limited training for change management, lack of evidence of resilience, limited coping capacity for change management, and the inability to promptly conduct change without disruption to routine tasks of the organisation. Perhaps the lack of low-level management is contributing to these challenges.

Despite these challenges, drivers do exist in the LEA. For instance, Baker (2007), Solomon (2001), Cunningham et al. (1997), and other authors reveal that competition,

diversity of user, legislation, technology, and finance can drive change management. In the LEA context, excellence, high expectation, sense of urgency, long-term strategic plan, and vision drive the pattern of change management, leading to satisfactory performance (Figure 4.11). Whilst the drivers found in the LEA are contributions to knowledge, the fact that challenges exist are an indication that improvements are necessary in order to ensure success of future strategic change process and performance. The answers to this research question further emphasise the need and role of the framework in guiding how to use drivers of change to manage challenges of change management.

The third research question was answered by achieving Objective 5. The outcome from triangulating results for Objectives 1, 2, 3, and 4 indicate that a framework is crucial to advancing ongoing change objectives as well as to ensuring that future strategic change management is successful and sustainable. The SCMF emphasises soft and hard variables and drivers of change as well as different management levels as the use of lower-level management to help manage challenges of change is currently lacking. Monitoring and evaluation are also emphasised in this framework so that the LEA can observe the process, performance, and purpose of implementing change. Therefore, this section has shown that, overall, this study has achieved the research objectives as well as answered the research questions. Table 7.1 summarises the research questions with their corresponding objectives, methods, and results.

*Table 7.1: Overview of research results*

Research Question	Objectives	Methods	Findings/Results
What is the status of change management in the LEA?	To examine the definition, concepts, and theories of change management	Literature review, semi-structured interview & survey	Two out of three levels; top and middle management levels exist in LEA. No active participation of low-level management. Strategic change management framework was used as benchmark to assess LEA revealed deficient status and need for improvement. Limited 'soft' and 'hard' skills were present, and 'sustaining the change' were not evident nor done through 'hard' and 'soft' variables.
	To develop a strategic change management framework applicable in the LEA		
	To assess the status of change management in the		

	LEA using the strategic change management framework		
What are the challenges and drivers that influence change management within LEAs?	To identify challenges and drivers that influence change management in the LEA in order to provide justification for strategic change management	Literature review, semi-structured interview & Survey	Vague communication, limited training for change management, resilience affect change in LEA. Competition, diversity of user, legislation, technology and finance can drive change (Table 2.2). In LEA excellence, high expectations, sense of urgency, long-term strategic plan and vision drive the pattern of change management in LEA, leading to satisfactory performance (Figure 4.11).
How can key elements of successful change management contribute to sustainable strategic change management in LEAs and other public-sector organisations?	To validate the strategic change management framework for successful implementation of change in the LEA	Triangulation of findings for Objectives 1, 2, 3 & 4.	Framework was developed as guidance for strategic change management in LEA. The framework comprises of SCMF, hard and soft variables, drivers of change, levels of management and managing challenges of change management.

The results in Table 7.1 indicate that there is need for improvement in the LEA. Results also reveal that the LEA has the capacity to improve given that drivers for change exist, and good practices were identified in two stages of the SCMF.

### 7.3 Research Limitations

Academic work such as this often has limitations and challenges. The study's scope is limited to the UAE, but examining different change management models from a global context helped to prevent negative impacts of using a single case study. Combining both global and local context helped in conducting a robust study and generating more valid and reliable outcomes. In addition, using mixed methods and using the semi-structured interview, survey, and secondary data contributed to arriving at more valid results that can contribute to knowledge.

Furthermore, one of the justifications for conducting the study, the dearth of applicable research that combined both the concept of change management and approaches to managing change in the LEA were other limitation. However, this was managed by examining several change management models as well as developing a change management framework from secondary data to benchmark change management in the LEA. Similarly, limited empirical data on national governance in the UAE as well as on successful and effective change patterns in the LEA or any other public sector organisation may have hindered the successful completion of this study. This limitation was managed in the same manner as the limitations of dearth of applicable research.

Another limitation was the data collection methods. Though mixed methods were used, the researcher ended up with too much data that took a long time to review, code, interpret, and assess. A major lesson was learned from this process, from which the researcher has learnt a better data management technique for future study. Therefore, recommendations discussed in the next section highlight the improvements future researchers and practitioners of change management in the LEA need to take on board.

## **7.4 Research Recommendations**

This section discusses recommendations that can influence future research as well recommendations for practice. This section is divided into two parts. The first discusses suggestions for implementing the framework effectively and using it as a guide for improving current change management status. The second part of this section outlines specific areas that future researchers may benefit from as a result of exploring areas suggested.

### **7.4.1 Recommendations for Practice**

Chapter six discussed the framework, whilst this section builds on explanations provided on the framework. Without doubt, the gaps identified in this study have shown that the framework is needed as guide to formulate change objectives and implement change. It is also important that the framework be adopted by the LEA in order to enhance its change process. In order to implement the framework successfully, the LEA should form a technical working group or committee to be responsible for monitoring and evaluating progress and impacts of change.



As stated in section 1.4.3, there is a need for change impact assessment since one is yet to be conducted in the LEA. Following the design of the SCMF, a proper change impact assessment should be conducted to determine areas to start applying the framework. The framework can also be used as a tool for conducting the change impact assessment, which gives further justification for the framework. Table 7.1 shows the recommended steps to take to aid and improve change management practices as well as lead to sustaining a strategic change process in the LEA.

*Table 7.2: Recommended steps for practice in MOI*

Step	Tasks
<b>Step 1 – Set-up technical working group (TWG)</b>	<ol style="list-style-type: none"> <li>1. Identify people who are committed to change.</li> <li>2. Form 6-person TWG comprising of people from all three levels of management to conduct change impact assessment.</li> </ol>
<b>Step 2 – Conduct change impact assessment using framework</b>	<ol style="list-style-type: none"> <li>3. Conduct change impact assessment.</li> <li>4. Report and present outcomes of impact assessment.</li> </ol>
<b>Step 3 – Evaluate and train to implement strategic change management framework (SCMF)</b>	<ol style="list-style-type: none"> <li>5. Evaluate and determine people to train as change champions at each level.</li> <li>6. Design training schedule and conduct training.</li> </ol>

#### 7.4.2 Recommendations for Future Research

Some areas that may require further investigation were identified during this study. These recommendations are made based on questions raised through achieving the research objectives. Also, this section is important in order to suggest areas that may potentially contribute to knowledge. The recommendations for future research are as follows:

- Concepts of change management examined in this study focussed on definitions, theories, and levels of management required for successful change management. It may be beneficial for future research to critically examine the contribution or role of each management level in change performance and sustaining change.

- Future research may also investigate the critical success factors for strategic change management in private and public organisations as well as how the change process differs in each sector.
- The above may also influence a critical comparison of change management models adopted by public and private organisations. This critical comparison may use case studies of organisations in the UAE to determine how policy in the country influences practice and commitment to change.
- Future research may also need to examine how drivers may prevent resistance and enhance resilience despite impacts of change.

These areas are suggested because they exceed the scope of this study. They are also suggested because they are areas that can shed more light on change management, influencing factors, and impact of policy on practice in emerging economies. Though one of the recommendations for future research suggests case studies in the UAE, future researchers of change management may wish to choose case studies in different countries to demonstrate how change differs in countries within a region or across the world. The next section summarises the contributions this study makes to knowledge.

## **7.5 Contributions to Knowledge**

The direct research contributions are evident in the opportunities created by the research outcomes to address issues that led to conducting this study. Firstly, this study has increased available empirical data on strategic change management in the UAE, which was limited at the inception of this study. Further to this, a strategic change management framework was lacking when this study was conducted, and in fact section 1.4.2 clearly underlined this problem as one of the justifications for conducting the study.

As a result of conducting this study, a strategic change management framework was created, as well as a framework that may aid implementation of the framework. Recommendations for practice have also helped to address the need for a change impact assessment that needs to be conducted using the framework. Whilst this recommendation is for practice, the framework on its own is a contribution to theory and practice. Therefore, developing an academically informed concept that can guide practice is a contribution to knowledge.

The outcomes of this study have reduced gaps in the literature and provided practical and tangible understanding of the change management phenomenon in the UAE environment and the Gulf region. Outcomes include contribution to theory and practice of strategic change management applicable in the UAE, Gulf region, and other countries. Exploring strategic change management in the MOI in particular was based on the need to have a clearer path for managing change and also provides an opportunity to contribute to best practice in the UAE.

The recommendations outlined in this chapter are also key contributions that may inform change process in the UAE and further research in this field of study, thereby contributing to both theory and practice in this field. As this study identified key drivers and main issues that impact on change management and strategic change process, if findings from this study are applied in UAE public-sector organisations, they can enhance the success of change. The conceptual framework for strategic change management and the SCMF are major contributions that can lead to effective application of change management concepts both in the MOI and in other organisations with similar structures and systems.

## **7.6 Research Conclusion**

This chapter has provided an overview of results, recommendations, limitations, and contributions to knowledge. This study has helped to answer three research questions which were outlined at the inception of this study. Though challenges were experienced that could have hindered this study, several actions were taken based on guidance of the supervisor to prevent further delay. As a result of actions taken, this study has contributed to both theory and practice by suggesting areas of improvements and how recommended improvements can be achieved.

In addition, all five objectives which the researcher set out in Chapter One were achieved, though not without challenges such as information overload and excessive data that were time consuming to code, interpret, and assess. Despite these challenges and limitations, the study has produced significant outcomes that can benefit the body of knowledge and practitioners of change management in the UAE and across the world.

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## APPENDIX A – Definitions of Strategic Change Management from Literature

Source / year	Definitions of strategic change management
Hayes (2010)	“moving from one position with specific space and time to another position”
Buchanan and Huczynski (2004)	“New habits and ways of organizing and working in organisations.”
Lorenzi and Riley, (2000).	“Is the process by which an organisation gets to its future state, its vision.”
Moran and Avergun (1997)	“The process of continually renewing the organisation's direction, structure, and capabilities to serve the ever-changing needs of the marketplace, the organisation, and employees.”
Dent (1991)	“is a process that separates activities within a particular culture and gathers these activities to another culture.”
Brech (1975)	“A social process entailing responsibility for the effective and economic planning and regulation of the operations of an enterprise, in fulfillment of given purposes or tasks, such responsibility involving: (a) Judgment and decision in determining plans and in using data to control performance of plans; (b) The guidance, integration, and supervision of the personnel composing the enterprise and carrying out its operations.”
Fayol (1949)	“Making things different, but needs to make explicit mention of actual and perceived change(s).”

## APPENDIX B – Conceptual Framework for Change Management and Question Criteria

Process of Creating Change	Criteria
Create a Sense of Urgency	Existence of Complacency. Identifying potential crises or major opportunities.
Build a Guiding Coalition	Ability to work as a team without hierarchy. Explore a Powerful people and skills of leadership.
Form a Strategic Vision and Initiatives	Create a clear comprehensive vision direct the change effort.
Communicate the vision	Involved people in the vision; Make the entire employee understand it and convinced it and convinced them to its benefit.
Empowering others to act on the vision	Highlight the issues in the structure of the organisation that obstacle the implementation of change vision; Getting rid of obstacles.
Generate Short-Term Wins	Identify small success and celebrate it.
Consolidating improvements producing more change results	Don't declare victory and continue producing more change.'' Early Declaration of victory can damage the change''.
Anchoring new approaches in the culture	Make the new changes (sink) integrate in the structure and policy of organisation. Succession plans consistent with the new approach.
Analyse the organisation and the need for change	The state of organisational performance in relationship to its mission and goals

## APPENDIX C – Ethical Approval



Research, Innovation and Academic  
Engagement Ethical Approval Panel

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14 December 2016

**Saeed Almansoori**

Dear Saeed,

**RE: ETHICS APPLICATION STR1617-18– A strategic approach for change management in public sector organizations in the United Arab Emirates: using ministry of interior (MOI) as a case study**

Based on the information you provided, I am pleased to inform you that your application STR1617-18 has been approved.

If there are any changes to the project and/ or its methodology, please inform the Panel as soon as possible by contacting [S&T-ResearchEthics@salford.ac.uk](mailto:S&T-ResearchEthics@salford.ac.uk)

Yours sincerely,

A handwritten signature in blue ink, appearing to read 'Arif'.

Prof Mohammed Arif  
Chair of the Science & Technology Research Ethics Panel  
Professor of Sustainability and Process Management  
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## **APPENDIX D – Final Interview Questions and Pilot Test Questions**

**Interview Number:**

**Interviewer:** The researcher

**Interviewee role and responsibility (Respondent):**

**Date:** 00/00/2016

**Length of interview:** mins

The interviewer introduces himself to the respondent and explains the nature of the research and re-assures him that all information and data obtained from him will be treated confidentially.

### **Creating an Environment for Change**

- 1) What is the state of the organisation's performance in relationship to its mission and goals?
- 2) What areas need to improve and the suggestions for improvements?

### **Enabling and Engaging the whole organisation**

- 1) What are the drivers for change? And how do you create the sense of urgency to get people to change?
- 2) What is the government vision for excellence (what is the current status of this vision and where do you need to be) in terms of policing?
- 3) Who are the people who need to know about your vision to change?
- 4) What systems, behaviours, and beliefs do you think are hindering or supporting change?

### **Sustaining the change**

- 1) What are the practices that are used to empower employees at all levels to lead plans of change?
- 2) In your opinion, what is the best way to achieve constant effort and keep urgency of change high?
- 3) What policies and actions are needed to build the change and make it part of standard practice?
- 4) What practices will ensure that the changes made and delivered become part of the new culture?

## Pilot Test Questions

### Analyse the organisation and the need for change

1. What are the state of organisation performance in relationship to its mission and goals? And where can we improve?

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2. What are the feedback to your organisation from its different stakeholders? Can you give one or two examples of these messages / feedbacks?

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3. What will the organisation have to do in the future to meet the needs of customers, community groups, clients, investors etc.?

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4. How will your organisation prepared for change?

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### Create a Sense of Urgency

1. Do you feel that there is a need for change? If so, in which direction?

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2. How urgently these changes need to take place?

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3. What are the drivers for change? And how do you create the sense of urgency to get people to change?

.....  
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<p>.....</p> <p>.....</p> <p>.....</p> <p>4. What is the strategy adopted to create a sense of urgency?</p> <p>.....</p> <p>.....</p>
<p><b>Build a Guiding Coalition</b></p> <p>1. Do you feel there is enough presence of people with leadership skills, and expertise to leading change within organisation?</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>2. What mechanism to build this expertise?</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p>
<p><b>Form a Strategic Vision and Initiatives</b></p> <p>1. What is the government vision for thriving excellence (e.g. where are you know and when do are want to be) in terms of police?</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>2. Do you have framework to achieve your Vision? and what are the mechanism to active this vision?</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p>
<p><b>Communicate the vision</b></p> <p>1. Who are the people who need to know about your vision to change?</p> <p>.....</p> <p>.....</p> <p>2. What are the key points that need each group of people to know and understand?</p> <p>.....</p> <p>.....</p>

<p>3. What systems, behaviours and beliefs you think are hindering or supporting change?</p> <p>.....</p> <p>.....</p>
<p><b>Empowering others to act on the vision</b></p> <p>1. Are the existing structure of organisation continues to support the vision once implemented?</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>2. Are the individual at a managerial level will be is supportive for the vision?</p> <p>.....</p> <p>.....</p> <p>.....</p>
<p><b>Generate Short-Term Wins</b></p> <p>1. Are the change vision objectives as defined achievable, realistic?</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>2. Actually, implementing major change takes time; the use of short-term wins will eliminate organizational discouragement with the slow pace of lasting major change, thus, do you think that generating short-term wins is necessary to prevent the loss of momentum and keep the organisation engaged?</p> <p>.....</p> <p>.....</p>
<p><b>Consolidating improvements – producing more change results</b></p> <p>1. What are the practices that may adopt to empower employees at all levels to lead plans of change?</p> <p>.....</p> <p>.....</p> <p>2. in your opinion how to reach constant effort to keep urgency of change high?</p> <p>.....</p> <p>.....</p> <p>.....</p>
<p><b>Anchoring new approaches in the culture</b></p> <p>1. What policies and actions that need to build the change and make it part of standard practice?</p> <p>.....</p> <p>.....</p>



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2. What practices will be to ensure that the changes that have been delivered become part of the new culture?

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3. How to keep old behaviour from Returns back?

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## **APPENDIX E – Survey Questions and Pilot Test Sample Questionnaire**

Dear .....

This questionnaire is part of a Ph.D. fieldwork research. This questionnaire is focussed on develop a strategic approach for change management in public sector organizations in the United Arab Emirates (UAE): using ministry of (MOI) as a case study.

There are seventeen questions in this survey and it will take no longer than 20 minutes to complete the questionnaire.

All information provided will be strictly confidential and data from this research will be reported only in the aggregate. Your information will be coded and will remain confidential. Please make your answer by selecting the necessary box. If you have no view on a particular question, please leave it blank.

If you have questions at any time about the survey or the procedures, you may contact me by the contact address specified below.

Thank you very much for your time and support.

**Yours Sincerely,**

**Saeed Almansoori**

**University of Salford**

**Mobile No:**

**Email:**

## Section 1: General Information

Q1. Gender:

☐ Male

☐ Female

Q2. Age

☐ 20-30

☐ 30-40

☐ 40-50

☐ 50 and above

Q3. Job Title

Q4. Level of education

☐ High School

☐ Diploma

☐ Bachelor

☐ MSc

☐ PhD

☐ other

:

Q5. Years of experience at MOI in the UAE

☐ 0- 5 years

☐ 5- 10 years

☐ 10- 15 years

☐ 15- 20 years

☐ 20 and above

**Q6.** Are you familiar with the term of Change Management and how it is affecting people?

☐ Very familiar

☐ familiar

☐ Not familiar but wish to know

## Section 2: Creating an Environment for Change

**Q7.** Are you satisfied with the current status and performance level of the organisation in relation to its mission and goals?

☐ 1 strongly satisfied

☐ 2 Satisfied

☐ 3 Neutral

☐ 4 Dissatisfied

☐ 5 Strongly dissatisfied

**Q8.** In the past have you received any message about your performance from the public and different stakeholders?

- ☐ **Yes**                      ☐ **No**

If yes, what types of messages did you receive about employee performance from different stakeholders?

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**Q9.** How satisfied are you with the current performance and urgency regarding change in your organisation?

- ☐ 1 strongly satisfied
- ☐ 2 Satisfied
- ☐ 3 Neutral
- ☐ 4 Dissatisfied
- ☐ 5 Strongly dissatisfied

**Q10.** Currently there are people with leadership skills, expertise, and strong positional power to champion and support change initiatives?

- ☐ **1.** Strongly disagree with the statement
- ☐ **2.** Disagree with the statement
- ☐ **3.** Unsure
- ☐ **4.** Agree with the statement
- ☐ **5.** Strongly agree with the statement

**Q11.** Does your organisation have specific vision for the future?

- ☐ **Yes**                      ☐ **No**

If yes please specify or explain

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### Section 3: Enabling and Engaging the whole organisation

Q11. In your opinion what needs to happen to better implement change in the future?

- ☐ People know and understand the vision?
- ☐ Building a critical mass of people to support the new vision?
- ☐ other (please specify)

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Q12. How are staff empowered to act on the vision and change initiatives?

- ☐ Remove any obstacles for the new vision?
- ☐ Encourage Acceptance of risk
- ☐ Training for individuals to experience what the vision feels like when implemented to remove any potential barriers?
- ☐ Other (please specify)

.....  
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Q13. Celebrating short-term wins will increase momentum of change if implemented and eliminate organisational discouragement amid the slow step of lasting major change. So, to what extent do you agree with generating short-term wins for enabling change in LEA?

- ☐ learn and apply from our early successes, or from where things are working well
- ☐ see the changes to date being celebrated, feel the momentum and then want to act.
- ☐ A change team with renewed motivation for the task, inspiring others to act.
- ☐ Confidence that the change plan is based on concrete evidence.
- ☐ Other (please specify)

.....  
.....

### Section 4: Sustaining Change in LEA

Q14. How is change consolidated in MOI or in your police department?

- ☐ By change policies that don't support the vision;
- ☐ By promote and develop staffs who can implement the vision

☐ By refresh the method with new missions,

How does improvement help to produce the results intended by change initiative and how are results sustained?

.....  
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.....

Q15. How is consistency maintained and how can new approach be sustained?

- ☐ By keep old behaviour from Returns back?
- ☐ By ensure that the changes that have been delivered become part of the new culture?
- ☐ By Other (please specify)

**Pilot Test Questionnaire**

**Section 1: the need for change in the MOI**

**Q1.** Are you satisfied with the performance of organisation in relationship to its mission and goals?

☐ 1 strongly satisfied

☐ 2 Satisfied

☐ 3 Neutral

☐ 4 Dissatisfied

☐ 5 Strongly dissatisfied

**Q2.** In the past are you receiving any complain about your performing from your different stakeholders?

☐ Yes

☐ No

If yes, please explain your answer

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**Section 2: Urgency for Change Management**

**Q3.** is performing of the organisation in line with the current career ambitions?

☐ Yes

☐ No

☐ Occasionally

Please explain your answer

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**Q4.** To what extent are you satisfied about the organisation currently performing?

☐ 1 strongly satisfied

☐ 2 Satisfied

☐ 3 Neutral

☐ 4 Dissatisfied

☐ 5 Strongly dissatisfied

### Section 3: powerful guiding coalition

**Q5.** Currently are there people with leadership skills, strong positional power, expertise?

☐ 1. Strongly disagree with the statement

☐ 2. Disagree with the statement

☐ 3. Unsure

☐ 4. Agree with the statement

☐ 5. Strongly agree with the statement

### Section 4: Vision for Change

**Q6.** Do you have a certain view or vision for your organisation for the future?

☐ Yes

☐ No

If yes please specify the big Picture (developing the overall objectives of the transformation)

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and the Little Picture (What are the priorities)?

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.....

### Section 5: Communicate the vision

**Q7.** in your opinion what needs to happen to make your vision an actuality?

☐ People know and understand the vision?

☐ Building a critical mass of people to support the new vision?

☐ other (please specify)

.....  
.....



## Section 6: Empowering others to act on the vision can be with:

Q8. Empowering others to act on the vision can be reached with?

- ☐ Remove any obstacles for the new vision?
- ☐ Encourage Acceptance of risk
- ☐ Training for individuals to experience what the vision feels like when implemented to remove any potential barriers?
- ☐ Other (please specify)

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## Section 7: Generate Short-Term Wins

Q9. Celebrate of short-term wins will increase momentum of change if implemented and eliminate organizational discouragement with the slow step of lasting major change. So, generate short-term wins can be with?

- ☐ learn and apply from our early successes, or from where things are working well
- ☐ see the changes to date being celebrated, feel the momentum and then want to act.
- ☐ A change team with renewed motivation for the task, inspiring others to act.
- ☐ Confidence that the change plan is based on concrete evidence.
- ☐ Other (please specify)

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.....

## Section 8: Build on change

**Q10. How to reach constant effort to keep urgency high**

- ☐ By change policies that don't support the vision;
- ☐ By promote and develop staffs who can implement the vision
- ☐ By refresh the method with new missions,
- ☐ **Other (please specify)**

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## Section 9: Anchor the change

Q11. How to be consistent with the new approach?

- ☐ By keep old behaviour from Returns back?
- ☐ By ensure that the changes that have been delivered become part of the new culture?
- ☐ By Other (please specify)

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Q12. If you have any further comments please feel free to add them here

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